British Columbia Police Commission

PROVINCIAL STANDARDS
FOR MUNICIPAL POLICE DEPARTMENTS
IN BRITISH COLUMBIA

Ministry of Attorney General

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MAY, 1992

INTRODUCTION

The Provincial Standards for Municipal Police Departments in British Columbia is the result of a cooperative venture between the British Columbia Police Commission and the British Columbia Association of Chiefs of Police. The purpose of the Standards is to identify minimum acceptable standards for police, facilitating uniform policing standards among departments in the province, benefiting both the police and the public. Notwithstanding that many standards are covered by legislation, police departments should address issues through written policy to ensure compliance with such legislation.

Development

The Standards were derived by reviewing the available literature on police standards, and also by researching topical issues, reports of Royal Commissions, relevant legislation, departmental policy and procedure manuals, and the Standards for Law Enforcement Agencies (Commission on Accreditation for Law Enforcement Agencies, Fairfax, Virginia). Approximately 440 standards were developed and organized into 5 chapters of 38 topics.

Organization

Police Role and Responsibilities. This chapter is foundational to the Standards manual, and begins by requiring a mission statement. Standards in this chapter address the police function, use of force, and cooperation between police departments.

Department Management. This chapter addresses basic organizational principles, and moves into general principles of sound management, such as supervisory direction, personnel planning, and fiscal responsibility. Additionally, planning, research, and crime analysis, essential to an efficient and effective police organization, are addressed.

Personnel Management. Standards in this chapter are intended to facilitate the effective deployment of personnel. Selection standards provide direction to ensure that departments employ only the best candidates. Although details regarding personnel selection may differ, basic principles provide for an efficient and fair process. Notwithstanding that the provincial Police Academy provides training for police recruits and experienced personnel, each department should have training goals that are consistent with its public mandate. Promotional procedures and employee evaluations are addressed to ensure that they are valid and fair. For example, employee evaluations are essential to effective management because they facilitate decisions with respect to rewards, promotions, remedial measures, and transfers.

General and Specialized Operations. This chapter addresses operation functions common to all police departments. Important procedural issues, such as processing evidence, arresting young persons, transporting prisoners, and planning police response to disasters and civil disturbances are covered. The standards provide administrative and operational direction, leaving discretion to individual departments in determining the degree of specialization necessary to accomplish essential functions.

Support Services. Minimum standards for detention facilities are necessary to ensure the safety and protection of police, public, and prisoners. Standards for efficient communications and records functions are essential to the effective delivery of police services. Finally, standards require accountability with respect to the acquisition, storage, and disposition of property held or owned by the department.

Applicability

Each standard consists of two parts: the **standard** itself (in bold print), which is mandatory; and supplementary *notes* (in italics), which serve to clarify the standards and often suggest means of compliance. The standards require written policy, an activity, or a report. The standards are mandatory, having been approved by an Order of the Lieutenant Governor in Council. Having placed clearly stated responsibilities on police departments, they will be used as minimum criteria against which departments will be audited by the British Columbia Police Commission. As a result, the audit process will evolve into a procedure which has reliability, validity, and utility - reliability in that the procedure will be standardized and uniformly applied, validity in that the procedure will be relevant to the police function, and utility in that the procedure will be constructive and beneficial to the police organization, its employees, and the community in which it serves.

Review

Standards will be reviewed annually to ensure that they are relevant and meet current needs of the police and the public. This review will be conducted by a committee appointed by the British Columbia Police Commission and including representation from the police community affected by these standards. As part of the review process, the committee will consider relevant legislation, court decisions, reports of Royal Commissions, submissions by Chiefs of Police collectively or individually, and any other appropriate documentation.

STATEMENT OF PHILOSOPHY

Although the role of the police in a democracy is a subject constantly debated, a defined theoretical position is essential in order to guide the daily operational issues facing police departments. Consequently, the guiding philosophy for this document is stated in the following declaration of principles.

1. Although legislation and the common law define the authority of the police, the ability of the police to perform their duties is greatly dependent upon public approval, support, and willing cooperation.

2. The police must strive to maintain a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police, police officers being only members of the public who are specially authorized to perform policing duties on behalf of all members of the public.

3. The police must seek and preserve public favour, not by catering to public opinion, but by exercising impartial service to the law and by providing their services to all members of the public without regard to race, national or ethnic origin, colour, religion, sex, belief, or social standing.

4. The general aims of the police include keeping the peace, maintaining order, enforcing the law, and providing emergency services; and the general goals of the police include:

   a) protecting the fundamental rights and freedoms of all persons as guaranteed in the Charter of Rights and Freedoms;

   b) investigating unlawful activity in order to identify and process offenders according to law;

   c) investigating injuries and deaths and other matters of community concern;

   d) preventing and controlling activity recognized as a threat to life or property;

   e) aiding anyone who is in danger of physical harm due to criminal behaviour or anyone who is in immediate need of physical care;

   f) attempting to resolve conflict between persons or groups where a breach of the peace or other similar unlawful activity is likely or threatens to occur;

   g) facilitating the movement of people and vehicular traffic;

   h) assisting victims and enhancing their role in the criminal justice process; and

   i) fostering a general sense of community peace and security.

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A1

POLICE ROLE AND RESPONSIBILITIES

A1.1 POLICE ROLE

A1.1.1 Written policy requires the formulation, annual review, and updating if necessary, of the department's mission statement, which is made available to all personnel.

Notes: *The intent of this standard is to ensure that all personnel are aware of the direction of the department, and to enable personnel to develop goals, objectives, strategies, and tactics, which are consistent with the mission statement.*

A1.1.2 Written policy requires the formulation and annual review of written goals and objectives for each component and function.

Notes: *Establishing and routinely updating the goals and objectives of each component and function helps to ensure direction and unity of purpose and serves as a basis for measuring progress. The goals and objectives should be made available to all personnel within the component and function. The Police Act requires the police board, in conjunction with the chief constable, to determine priorities, goals and objectives of the municipal police department.*

A1.1.3 Written policy designates identifiable positions within the department that are responsible for each component and function.

Notes: *The intent of this standard is to place authority, responsibility and accountability for each component and function. The standard may be met by publishing and making available a current organization chart.*

A1.1.4 Written policy establishes procedures for obtaining input from all personnel levels within the department in the development of department goals and objectives.

Notes: *Obtaining the input of personnel has great value in improving the relevancy and coverage of goals and objectives; further, it enables employees to contribute to the management and operation of the department.*

A1.1.5 Written policy requires an annual written report by each organizational component and function, submitted to the chief constable, stating the progress made toward the attainment of goals and objectives.

Notes: *The intent of this standard is to ensure that the chief constable is informed, on a regular basis, of the progress toward achieving established goals and objectives.*

A1.1.6 Written policy describes the department's conflict of interest guidelines.

Notes: *The intent of this standard is to require each department to address this issue. If it is covered by a collective agreement, the standard is met.*

A1.2 USE OF FORCE

A1.2.1 **Written policy recognizes that the authority for the use of force is found in the Criminal Code.**

Notes: These standards are not intended to abrogate the authority of the Criminal Code.

A1.2.2 **Written policy governs the discharge of warning shots.**

Notes: Warning shots may pose a danger to officers and citizens.

A1.2.3 **Written policy governs the carrying of firearms, ammunition, and other weapons while off duty.**

Notes: The policy should specify the circumstances under which an officer may carry a firearm, ammunition, and other weapons while off duty.

A1.2.4 **Written policy governs the use of weapons issued by the department.**

Notes: In addition to firearms, officers usually have other weapons at their disposal. The intent of this standard is to ensure proper use of such weapons.

A1.2.5 **Written policy establishes the procedures for firearms and weapons inspections.**

Notes: The intent of this standard is to ensure compliance with provincial legislation, and department policy.

A1.2.6 **Written policy requires that only officers demonstrating proficiency in the use of department authorized firearms or weapons be allowed to carry and use such firearms or weapons.**

Notes: The intent of this standard is to cover the carrying and use of any firearm, including shotguns, automatic rifles, handguns, or tear gas guns; and other weapons, such as batons.

A1.2.7 **Written policy requires each officer to qualify at least annually with any firearm or other weapon that the officer is authorized to use.**

Notes: The policy should describe the qualifications required.

A1.2.8 **Written policy requires that only firearms, ammunition, and other weapons meeting authorized specifications be used in the performance of duty.**

Notes: Police Act Firearm Regulations govern such specifications in relation to firearms.

A1.2.9 **Written policy requires a written report be submitted by a supervisor whenever an officer:**

- **takes an action that results in (or is alleged to have resulted in) injury or death of another person, including the officer or any other officer;**
- **applies force through the use of a weapon;**

- **discharges a firearm, other than in training; and/or**
- **applies force by any means, other than routine handcuffing or low levels of restraint.**

Notes: *The intent of this standard is to ensure accountability regarding the use of force, the use of a weapon, and/or the discharge of a firearm. The documentation of all instances of the use of force will provide statistics concerning the routine application of force where no injury or complaint occurs. Such information should be used for analyzing training needs, identifying appropriate tactics, and will provide a means of placing incidents where injuries occur into their proper perspective.*

A1.2.10 **Written policy includes procedures for reviewing incidents in which an officer applies force by means of a weapon or firearm.**

Notes: *The review process may vary in accordance with the nature of the force applied, and the outcome.*

A1.2.11 **Written policy establishes criteria concerning the assignment of an officer whose use of force results in a death or grievous bodily harm.**

Notes: *The intent of the standard is to (1) provide appropriate psychological and emotional support for the officer; and (2) protect the officer from possible retaliation from the criminal element.*

A2

JURISDICTION AND CENTRALIZED SERVICES

A2.1 JURISDICTION

A2.1.1 The geographical boundaries of the department's jurisdiction are specified in writing.

Notes: *It is fundamental that the department clearly describe in writing the geographical boundaries of its jurisdiction. A detailed official map including the boundaries of the jurisdiction may satisfy the requirements of this standard.*

A2.1.2 Written policy specifies the department's responsibilities as they relate to concurrent jurisdiction involving other police departments.

Notes: *The intent of the standard is to encourage a department to identify its responsibilities, recognizing the problems inherent in providing police services in concurrent jurisdictions. Concurrent jurisdictional situations may not always be avoidable, especially if they are mandated by law, the result of longstanding agreements, or serve a useful operational purpose for the jurisdictions involved.*

A2.1.3 The terms of any departmental agreement concerning concurrent jurisdiction are specified in writing.

Notes: *Details such as communication linkages, the provision of back-up support between jurisdictions, and reporting responsibilities should be clearly outlined. The terms of any agreement should include a memorandum of understanding from each jurisdiction.*

A2.1.4 Written policy requires compliance, within practicable limitations, with a request for temporary assistance made by another police department.

Notes: *The Police Act requires such assistance be provided.*

A2.2 CENTRALIZED SERVICES

A2.2.1 If a regional or provincial police radio system exists, the department has access to the system.

Notes: *Police departments must have ready access to each other to share and compare information on criminal activity and to summon assistance.*

A2.2.2 The department participates in the centralized national fingerprint records system.

Notes: *The department may comply with this standard through an agreement with a nearby department that provides this service.*

A2.2.3 The department participates in the Canadian Police Information Center (CPIC) system.

Notes: *Information on criminal suspects and on stolen property can facilitate apprehension and recovery, especially since a great deal of criminal activity is interjurisdictional.*

A2.2.4 The department participates in the Uniform Crime Reporting (UCR) system.

Notes: *Participation in the Uniform Crime Reporting system provides information on trends in crime.*

A2.2.5 If the department participates in the Police Information Retrieval System (PIRS), written policy requires compliance with standards, rules, and regulations as established by the Royal Canadian Mounted Police (RCMP).

Notes: *This standard is met if the department's policy cites the appropriate policy and procedure manuals as authorized by the RCMP, and maintains current copies of these manuals in the central records component.*

A3

LIAISON WITH OTHER AGENCIES

A3.1 LIAISON

A3.1.1 **Written policy establishes procedures for maintaining liaison with criminal justice agencies, and includes:**

- **local adult and youth courts;**
- **crown counsel;**
- **probation and parole agencies; and**
- **adult and youth correctional agencies.**

Notes: *Liaison enables police departments to obtain feedback on investigative error or courtroom error, allows for greater understanding by crown counsel of the problems encountered by the police, provides probation and parole agencies with information about police objectives and activities, and helps ensure information exchange and coordination between police and correctional authorities.*

A3.1.2 **Written policy establishes procedures for maintaining liaison with other police departments in adjoining jurisdictions or agencies having criminal investigative responsibilities in the department's service area.**

Notes: *Police departments should assist and cooperate with other federal, provincial and local agencies. Such cooperation enhances the exchange of information in criminal investigations, the establishment of joint plans for dealing with matters of common concern, and the sharing of statistical and support services.*

A3.1.3 **The department maintains liaison with local fire department officials and emergency medical services.**

Notes: *Periodic meetings will provide a forum for developing plans and for resolving other coordination problems that may arise.*

A3.1.4 **The services and resources available through other public and social service agencies are described in writing.**

Notes: *The intent of this standard is to ensure that officers are made aware of the diverse resources at their disposal.*

B

DEPARTMENT MANAGEMENT

B1 Organization

B2 Direction

B3 Administrative Reporting

B4 Planning and Research

B5 Crime Analysis

B6 Personnel Allocation

B7 Financial Management

B8 Internal Auditing

B1

ORGANIZATION

B1.1 ORGANIZATIONAL STRUCTURE

B1.1.1 The department's organizational structure is described in writing.

Notes: *The department should establish a formal structure through which components and functions are organized, defined, directed, and coordinated.*

B1.1.2 The department's organizational structure is depicted on an annually updated organizational chart and made available to all personnel.

Notes: *In addition to the written description, the department should have an official organizational chart. The chart should reflect the chain of command and the lines of authority and communication within the department. The chart should be updated as required and included in the department's policy manual.*

B1.1.3 Written policy describes the mandate of each organizational component or function.

Notes: *To enhance coordination, all personnel should understand the responsibilities of each organizational component or function within the department.*

B1.1.4 Each organizational component or function is under the direct command of only one supervisor.

Notes: *The intent of the standard is to avoid confusion among employees and to establish accountability.*

B1.1.5 Written policy establishes command protocol in situations involving personnel of different components or functions engaged in a single operation.

Notes: *It should be clearly stated who is in command of a particular operation when personnel from two or more components or functions within the department are engaged in a single operation.*

B2

DIRECTION

B2.1 DIRECTION

B2.1.1 The chief constable is designated as having the authority and responsibility for the management, direction, and control of the operations and administration of the department.

Notes: *The authority and responsibility of the chief constable are outlined in the Police Act.*

B2.1.2 Written policy designates the order of precedence for command authority in the event of the absence of the chief constable.

Notes: *A system of succession should be established to ensure that leadership is available when the chief constable is unable to act.*

B2.1.3 Written policy states that supervisory personnel are accountable for the work related performance of employees under their immediate control.

Notes: *To achieve effective direction, coordination, and control, supervisory personnel should be accountable for the performance of employees under their immediate supervision. This standard applies to each level of supervision within the department.*

B2.1.4 Written policy requires employees to obey any lawful order of supervisory personnel, including any order relayed from supervisory personnel by an employee of the same or lesser rank.

Notes: *To permit effective supervision, direction and control, employees must promptly obey any lawful order of supervisory personnel. Notwithstanding that a provincial standard for municipal policing has not been met by the department, this does not negate a sworn or non-sworn employee's responsibility to perform a duty or obey an otherwise lawful order.*

B2.1.5 Each employee is accountable to only one supervisor at any given time.

Notes: *To ensure that employees are aware of what is expected of them and to promote efficiency and responsibility, employees should be accountable to only one supervisor.*

B2.1.6 Written policy requires that responsibility be accompanied by commensurate authority.

Notes: *At every level within the department personnel should be given the authority to make decisions necessary for the effective execution of their responsibilities. Policy should address acting in temporary [illegible].*

B2.2 WRITTEN POLICY

B2.2.1 **Written policy acknowledges the police board's role in the formulation and approval of standards, guidelines, and policies for the administration of the municipal police department.**

Notes: *The authority is found in the Police Act.*

B2.2.2 **Written policy requires that all rules approved by the police board be filed with the British Columbia Police Commission.**

Notes: *Only rules filed with the Commission are enforceable (Police Act).*

B2.2.3 **The department has an internal written policy system which includes the following:**

- **a description of the written policy system;**
- **procedures for indexing, purging, and revising policy; and**
- **procedures for ensuring all employees are apprised of current policy.**

Notes: *The written policy system must provide employees with a clear understanding of the constraints and expectations relating to the performance of their duties. Policies should be reviewed annually to determine if they should be continued, modified or rewritten.*

B2.2.4 **Written policy establishes procedures for review of proposed policy prior to its submission to the police board for approval.**

Notes: *It is the intent of this standard to encourage procedures for the involvement of appropriate staff in the review of written policies. The review and comment process may include managers and representatives of employee groups directly affected by the policies.*

B2.2.5 **Written policy establishes procedures for the distribution of a policy manual.**

Notes: *The distribution of policy must ensure that all employees have access to a current policy manual. A position in the department should be responsible for the administration of the distribution and control of the manuals.*

B3

ADMINISTRATIVE REPORTING

B3.1 ADMINISTRATIVE REPORTING

B3.1.1 The department has a management information system, which includes:

- **statistical and data summaries of department activities; and**
- **an administrative reporting program.**

Notes: *The management information system should provide reliable information to be used in decision making. This is important in predicting workloads, determining personnel and other resource needs, and preparing budgets. Examples of data sources are calls-for-service records, offence reports, arrest reports, and UCR reports.*

B3.1.2 Written policy specifies the department's administrative reporting program, and includes:

- **daily report;**
- **monthly report; and**
- **annual report.**

Notes: *The administrative reporting system should provide management information on the activities of the department. Properly designed administrative reports will reflect comparative data on activities and trends. An administrative reporting system is effective in ensuring communications up the chain of command.*

The daily report should be a summary of significant occurrences during the previous 24 hours. The purpose of the report is to keep personnel informed of major crimes, accidents, arrests, and other important activities. The daily report may be designed to include current data and statistics.

The monthly report should provide heads of organizational components an opportunity to account for the activities in their units during the previous month. Administrative matters may be discussed in the report, and comparative data on activities of the previous month, same month in the previous year, and year-to-date are valuable sources of management information. The monthly report may also permit the heads of organizational units to identify the objectives of their units for the next month.

The annual report may be a summary of the monthly reports. The report should provide comparative data and statistics and account for the activities of the department.

B3.1.3 The department has a system to ensure forms meet current requirements.

Notes: *The intent of this standard is to ensure that form control and inventory facilitate operational and administrative needs.*

B4

PLANNING AND RESEARCH

B4.1 PLANNING AND RESEARCH

B4.1.1 Written policy establishes the department's planning and research function.

Notes: *The planning and research function is important in all departments, regardless of size. Precise guidelines should be written to establish the parameters of planning and research tasks and responsibilities. Among the planning and research functions that may be included in the policy are policing initiatives and experimentation, crime analysis, multi-year planning, operations planning, budgeting, personnel allocation alternatives, systems analysis, uniform crime reporting, contingency planning, and traffic accident and enforcement pattern analysis.*

B4.1.2 Written policy requires an annual analysis of operational activities, which includes the following items:

- **type of activity;**
- **location;**
- **time; and**
- **date.**

Notes: *The planning and research function should include periodic analyses of field operations activities to facilitate accurate and timely decision making in the allocation or deployment of department resources.*

B4.1.3 Written policy requires distribution of analytical reports to affected organizational units.

Notes: *The opportunity for beneficial changes in the use of department resources is facilitated by the distribution of studies and information.*

B4.1.4 The department has a written multi-year plan, which includes:

- **goals and operational objectives;**
- **anticipated workload and population trends;**
- **anticipated personnel levels; and**
- **anticipated capital improvements and equipment needs.**

Notes: *The planning process and its end product are essential to effective management. The department should have clearly written goals and objectives and a plan for achieving them. The plan should cover successive years beyond the current budget year and should contain provisions for frequent updating.*

B4.1.5 Written policy requires an annual analysis of employee grievances.

Notes: *The grievance procedure is a valuable method for management to discover problems. If through analysis the chief constable observes a trend in filed grievances, steps may be taken to correct the situation.*

B4.1.6 Written policy requires an annual analysis of police issue equipment to all field personnel, and includes:

- **vehicles;**
- **emergency vehicle equipment;**
- **weapons, including equipment to carry or retain weapons and ammunition;**
- **uniform clothing; and**
- **portable transceivers.**

Notes: *The intent of this standard is to ensure that officers are able to utilize the most effective equipment for productivity and safety.*

B5

CRIME ANALYSIS

B5.1 CRIME ANALYSIS

B5.1.1 **Written policy establishes and governs the department's crime analysis function, including procedures for the following elements:**

- **collection, collation and analysis of crime data;**
- **distribution of analyzed crime information; and**
- **feedback analysis and program evaluation.**

Notes: *A crime analysis function formally exists when a specific component or person has been designated to collect and analyze available crime data and to distribute the information to operational user groups.*

Crime analysis should provide information to aid operational personnel in meeting their tactical crime control and prevention objectives by (1) identifying and analyzing methods of operation of individual criminals; (2) providing crime pattern recognition; and (3) providing analyses of data from field interrogations and arrests. Also, much of the information developed by a crime analysis component can be useful to the department's long-range planning efforts by providing estimates of future crime trends and assisting in the identification of enforcement priorities.

B5.1.2 **The department has a system for briefing the chief constable on crime patterns or trends as determined by the crime analysis function.**

Notes: *The intent of the standard is to create an "early warning system" so that the chief constable can be informed of trends through department efforts rather than through outside sources.*

B5.1.3 **Written policy specifies the organizational components or persons to receive crime analysis information.**

Notes: *For a crime analysis system to function effectively, information should be distributed to the appropriate components or persons on a timely basis.*

B5.1.4 **The department documents the current and geographic distribution of selected crimes.**

Notes: *This documentation may be in the form of spot maps or computer generated print-outs.*

B5.1.5 **Written policy governs the distribution of crime analysis information to sources outside the department.**

Notes: Written policy should support the distribution of specified crime information to enhance public information and generate community support. Distribution may also include other components of the criminal justice system.

B5.1.6 Written policy requires the use of crime analysis information in developing tactics, strategies, and long-range plans.

Notes: Crime analysis information should be utilized in developing tactics for operational components, general crime suppression strategies, and personnel and resource projections for a multi-year period.

Crime analysis, by identifying crime patterns or trends can, through statistical analysis, determine the optimum strategy, tactics, and number of personnel necessary to deal with the problem. The possibility of crime displacement and/or disruption as the result of specialized operations and the emergence of new crime patterns require close examination to determine the need for continued specialized deployment. Efficiency, effectiveness, and officer morale are all enhanced when specialized operations are used to counteract existing crime patterns or trends.

Additionally, the long-range planning effort should prove beneficial in budgeting and other administrative activities. Factors to be considered include (1) analysis of crime trend data by type of crime; (2) analysis of offender characteristics; and (3) analysis of crime trend data by location.

B5.1.7 The effectiveness and utilization of crime analysis information are documented.

Notes: For the crime analysis function to be effective, several elements should be present. One of these elements is feedback on the analyzed information from the components or person receiving and using this information.

Procedures for soliciting and receiving feedback should be established. The procedures should be designed to measure the crime analysis function's internal productivity and its external impact in relationship to acknowledged objectives. The procedures should attempt to ascertain whether the crime analysis process, as currently employed, is efficient and whether its products are effective tools for combating the crimes selected by the department for analysis.

B6

PERSONNEL ALLOCATION

B6.1 ALLOCATION OF PERSONNEL

B6.1.1 The department has a staffing table, which provides the following information:

- **total authorized personnel strength; and**
- **number of personnel, by rank or job title, assigned to each organizational component or function.**

Notes: *Figures on actual (in addition to authorized) strength are also useful and may be included in the staffing table.*

B6.1.2 The department allocates personnel to organizational components or functions in accordance with anticipated workload assessments.

Notes: *The department should attempt to prevent over or understaffing by ensuring that the personnel strength of an organizational component or function is consistent with the workload. The nature or number of tasks as well as their complexity, location, and time required for completion are some of the factors influencing workload demands. The process of allocating personnel to each organizational component or function also permits the department to determine the overall number of personnel required to meet its needs and fulfil its objectives.*

B6.1.3 At least annually, the department reassesses the allocation of personnel.

Notes: *Allocation of personnel should be in accordance with current workload demands. Because of fluctuations, the department should reassess the workload demands of each organizational component or function.*

B6.1.4 The department maintains a map of its service area organized into identified reporting areas.

Notes: *To facilitate the collection and analysis of information relating to crimes and services as well as the geographic allocation of patrol personnel, the department must establish a system of reporting areas. Because the reporting areas are designed to enhance the development of patrol areas, they should follow natural boundaries, arterial streets, railroad tracks, bridges, freeways, etc. The department should record a reporting area identifier in connection with every incident.*

B6.1.5 At least annually the department tabulates incidents by reporting areas.

Notes: *Such a tabulation enables the department to reassess demands for service and the relative importance of workload distribution factors. Tabulations may be based on a sample of incidents.*

B6.1.6 **Written policy requires anticipated openings or vacancies in components, functions, or specialized assignments to be advertised by written announcement throughout the department.**

Notes: *Advertising provides a large base of candidates and gives employees a greater choice of career opportunities. It also minimizes the feeling that selection is based on favouritism. However, for security reasons, it is not necessary for the department to announce, in writing, openings for undercover or similar assignments. Additionally, the department need not advertise when unexpected circumstances require temporary, short term secondments.*

B6.2 SPECIALIZED ASSIGNMENT

B6.2.1 **The department annually reviews each specialized assignment for the purpose of determining whether it should be continued. The review should include:**

- **the reevaluation of the initial problem or condition that required the implementation of the specialized assignment; and**
- **an analysis for continuing the specialized assignment.**

Notes: *Once a specialized program, activity, or organizational component has been developed, there may be a tendency toward continuing growth without further scrutiny of the need for specialization.*

B6.2.2 **Written policy specifies the criteria for the selection of personnel for specialized assignments.**

Notes: *The criteria for assignment should be based on the skills, knowledge, and abilities required for the specialized assignment.*

B6.3 RESERVES

B6.3.1 **Written policy establishes and describes the department's reserve officer program.**

Notes: *The policy should describe the duties and responsibilities of reserve officers, define their authority and discretion in carrying out their duties, and delineate the amount of supervision they are to receive.*

B6.3.2 **Written policy defines reserve selection criteria.**

Notes: *Educational level, experience, physical abilities, and other selection criteria should be appropriate for the reserve officer function.*

B6.3.3 **If the department has a mandatory retirement age for full-time officers, that age is also designated as the maximum service age for reserve officers.**

Notes: *The intent of this standard is to prevent the use of reserve officers at an age that would be beyond the mandatory retirement age of full-time officers.*

B6.3.4 **Reserve officers are qualified for service only after completion of an approved training program.**

Notes: *Training and certification of reserve officers fall within the mandate of provincial legislation.*

B6.3.5 **Reserve officers may be assigned to assist full-time personnel as part of an on-going field practicum.**

Notes: *For reserve officers to become proficient in the performance of services, it is essential that they have a high degree of familiarity with the operations of the department, confidence in their abilities and competence acquired through regular experience.*

B6.3.6 **Reserve officers wear the same uniform as police officers, with the addition of insignia identifying the officer as a reserve.**

Notes: *Uniforms for reserve officers, except for "reserve" insignia, should not be distinguishable from those of police officers. Uniforms and equipment may be reduced to reflect the level of activity of reserve officers.*

B6.3.7 **Reserve officers are equipped at the discretion of the chief constable.**

Notes: *Equipment carried should reflect the level of activity of reserve officers.*

B6.3.8 **Reserve officers who carry firearms are tested for firearms proficiency with the same frequency as full-time officers.**

Notes: *Qualifying standards and scores for reserve officers should be identical to those for regular officers.*

B6.4 NON-SWORN PERSONNEL

B6.4.1 **Positions not requiring sworn personnel are staffed accordingly.**

Notes: *Generally, those positions common to other governmental departments and requiring skills other than those of sworn officers should be designated as non-sworn positions. However, positions may be designated as sworn personnel positions for the purposes of (1) ensuring adequate numbers of officers are available for redeployment in emergencies; (2) retaining sufficient positions for temporarily incapacitated officers; and (3) using such positions to develop officers' skills which will be utilized later in other areas of the department.*

B6.5 VICTIM ASSISTANCE PROGRAM

B6.5.1 Written policy establishes and describes the department's victim assistance program.

Notes: *Providing emotional support and referrals to victims of crime supports and enhances the criminal investigation function, and provides an important public service. This standard can be met if the department has an agreement with another agency which provides this service.*

B6.5.2 Written policy describes the selection criteria for non-sworn personnel and volunteers working within the victim assistance program.

Notes: *The intent of this standard is to ensure that only persons having the appropriate attitudes, background, skills, and abilities are engaged in this function.*

B6.5.3 Written policy establishes procedures for cooperation and coordination between the victim assistance program and other department components or functions.

Notes: *The intent of this standard is to establish procedures to alleviate misunderstandings among all components or functions, to provide for an effective delivery of victim assistance services, and to ensure the success of the program.*

B6.5.4 Written policy establishes procedures for informing crime victims of the following:

- **case status (e.g. "open" or "closed");**
- **change in case status; and**
- **submission of reports to crown counsel.**

Notes: *The intent of the standard is to involve crime victims in the process and to ensure that they understand what investigative steps are currently under way, or why the case is inactive. Appropriate notifications should be made as soon as practicable.*

B7

FINANCIAL MANAGEMENT

B7.1 FINANCIAL MANAGEMENT

B7.1.1 Written policy requires the managers of major organizational components within the department to participate in the preparation of the department's budget.

Notes: The department's budget should be developed in cooperation with all major organizational components within the department. To increase the value of the input and to enhance coordination in the budget process, guidelines should be established to inform the managers of the essential tasks and procedures relating to the budget preparation process.

B7.1.2 Written policy requires the managers of components or functions to prepare written recommendations, based on operational and activity analyses, for use in the development of the department's budget.

Notes: In particular, recommendations concerning personnel resources are logical and necessary outcomes of analytic and programmatic activities. In addition to an assessment of future personnel needs, the analysis should include an assessment of presently assigned positions to ensure that positions allocated to department functions are appropriate.

B7.1.3 The department has an accounting system which includes provisions for monthly status reports showing:

- **initial appropriation for each account (or program);**
- **balances at the commencement of the monthly period;**
- **expenditures and encumbrances made during the period; and**
- **unencumbered balances.**

Notes: The accounting system should be compatible with, or may be a part of, the central accounting system of the governing jurisdiction. Each appropriation and expenditure should be classified according to function, organizational component, activity, object, and program.

B7.1.4 Written policy specifies procedures used for collecting, safeguarding, and disbursing cash, and includes:

- **maintenance of an allotment system, if any, or records of appropriations among organizational components or functions;**
- **preparation of financial statements;**
- **conduct of internal audits; and**
- **persons or positions authorized to accept or disburse funds.**

Notes: *Formal financial control procedures enable the department to establish accountability, to comply with funding authorizations and restrictions, to ensure that disbursements are for designated and approved recipients and, more importantly, to alert management to possible problems requiring remedial action.*

B7.1.5 Written policy provides for an audit of the department's financial activities.

Notes: *This standard may be met by compliance with municipal auditing procedures.*

B7.1.6 Written policy governs procedures for the requisition and purchase of equipment and supplies.

Notes: *The intent of the standard is to establish formal procedures for controlling the requisitioning and purchasing of supplies and equipment.*

B7.1.7 Written policy governs procedures for emergency purchasing or rental agreements for equipment.

Notes: *Emergencies often require the purchase or rental of additional equipment. Procedures are necessary to outline the methods for securing or procuring such equipment efficiently.*

B7.1.8 Written policy governs procedures for requesting supplemental or emergency appropriations and fund transfers.

Notes: *Provisions should be available within the department's budget system to meet circumstances that cannot be anticipated by prior financial planning efforts (such as additional funds to compensate for overtime expended during a civil disturbance or funds needed to purchase needed material not authorized in the operating budget).*

B8

INTERNAL AUDITING

B8.1 AUDITS

B8.1.1 Written policy requires an audit function within the department, and includes provisions for:

- **procedures to be used in conducting audits;**
- **a projected audit schedule; and**
- **procedures to be used to follow-up the recommendations made as a result of the audit.**

Notes: *The role of audits is to ensure objective review of facilities, property, equipment, personnel, and administrative and operational activities outside the normal supervisory and line inspection procedures and the chain of command.*

B8.1.2 Written policy describes the authority of the audit function.

Notes: *The policy should state that personnel of the audit function operate through authority of the chief constable.*

B8.1.3 Written policy governs the facilitation of audits conducted by the British Columbia Police Commission.

Notes: *The Police Act requires the Police Commission to inspect and report upon the quality and standard of police service delivery.*

C

PERSONNEL MANAGEMENT

C1 Classification and Description

C2 Support Services for Employees

C3 Career Development and Education

C4 Recruitment

C5 Selection

C6 Training

C7 Promotion

C8 Performance Evaluation

C9 Assessment Centres

C1

CLASSIFICATION AND DESCRIPTION

C1.1 JOB CLASSIFICATION

C1.1.1 Written job classifications, based on job task analyses for both sworn and non-sworn personnel, are maintained on file.

Notes: *Classification involves describing the different kinds of work performed in a department and consolidating similar jobs into classes based upon similarity of duties and responsibilities. Classes for police are linked to rank.*

C1.1.2 Written policy specifies the role of the department in the development and maintenance of job classifications.

Notes: *If another governmental agency has the responsibility, the policy should define the department's role in the process.*

C1.2 JOB DESCRIPTION

C1.2.1 Written job descriptions for every position in the department are maintained on file and are available to all personnel.

Notes: *All personnel should be able to review up-to-date descriptions of the duties and responsibilities of each position within the department, particularly duties and responsibilities of the position they occupy. The intent is that the various duties that exist within a job classification be clearly described.*

C2

SUPPORT SERVICES FOR EMPLOYEES

C2.1 PROGRAMS

C2.1.1 The department's liability protection program, if one exists, is described in writing.

Notes: *Municipal liability for torts is outlined in the Police Act. The intent of this standard is to require departments to inform their employees of their liability protection. For example, many municipalities do not carry liability insurance and their employees should be so informed.*

C2.1.2 Written policy establishes and describes the department's Employee Assistance Program and Post Critical Incident Stress Counselling Program.

Notes: *The intent of the standard is to ensure that all employees are aware of the programs and how to obtain such services. The programs should be able to provide assistance at the earliest opportune moment. The standard may be met if the department has access to such programs provided by other departments, government agencies, or other organizations.*

C2.1.3 Written policy requires the distribution of a description of benefits available to all employees.

Notes: *To eliminate confusion each new employee should know which benefits commence with employment and those which may come after a qualifying period.*

C2.2 HEALTH AND FITNESS

C2.2.1 Written policy governs the provision of physical examinations for employees.

Notes: *A periodic physical examination is a benefit to both the employee and the department. The age of the employee and/or job assignment may determine the frequency of the examination.*

C2.2.2 Written policy suggests methods for the maintenance of an appropriate level of physical fitness for employees.

Notes: *A satisfactory level of physical fitness on the part of employees should be encouraged.*

C3

CAREER DEVELOPMENT AND EDUCATION

C3.1 CAREER DEVELOPMENT

C3.1.1 Written policy establishes a program of career development for all personnel.

Notes: *The program should be voluntary and ensure all employees equal access to training and development opportunities. The aim of career development is to highlight specific opportunities for individual growth at all levels and to improve overall job satisfaction and performance.*

C3.1.2 The written career development program plan is evaluated annually, and revised if necessary.

Notes: *The department should conduct a continuous review of the career development program plan to provide employees and management with current information regarding organizational requirements for achieving program goals.*

C3.1.3 Written policy places the authority and responsibility for administering the career development program in an identifiable position.

Notes: *This includes program areas for which the department may seek assistance from external institutions or public agencies (for example, colleges and universities or law enforcement training academies).*

C3.1.4 The department maintains a current inventory of the skills, knowledge, and abilities of each employee.

Notes: *An inventory of the skills, knowledge, and abilities would include education level, relevant courses, specialized training, languages, and other potentially useful dimensions.*

C3.2 EDUCATION

C3.2.1 Written policy describes employee educational benefits, if any.

Notes: *Educational benefits provided by the department for its employees may include attendance at educational institutions, training academies, agency training courses, and other training programs. Benefits to encourage employee training may include time off with pay for hours involved in educational or training programs; a subsidization of training costs, to include tuition costs and costs for texts and reference materials; and educational leave.*

C3.2.2 Written policy establishes procedures for the use of educational leave, if any, in the career development program.

Notes: *Educational leave is established when absence from duty or employment is granted to an employee to undertake academic or vocational instruction. Educational leave may be authorized for attending outside workshops, seminars, training academies, or formal educational programs (such as technical school, college, or university). The department may support an employee who pursues an educational opportunity by providing salary adjustments, flexible work schedules, or financial aid. The policy should outline procedures for obtaining educational leave.*

C3.2.3 Written policy establishes the procedure for the granting of sabbatical leave, if such a program exists.

Notes: *The appropriate use of sabbaticals can provide the opportunity for officers to pursue educational upgrading, engage in research, and gain broader perspectives on policing issues by being involved in activities not normally part of the policing mandate.*

C4

RECRUITMENT

C4.1 MANAGEMENT

C4.1.1 Written policy establishes a recruitment program or plan to attract applicants for actual or forecasted police officer vacancies.

Notes: *When there are actual or forecasted vacancies, the department should initiate and maintain an active recruitment campaign in order to compete with other employers for qualified applicants.*

C4.1.2 The department actively performs or participates in the implementation of its recruitment program.

Notes: *When the authority for recruitment is shared with other municipal or police departments, the department should seek to involve itself directly or indirectly in all activities critical to the recruitment effort.*

C4.1.3 Written policy places the authority and responsibility for administering the department's role in the recruitment program in an identifiable position.

Notes: *The position identified within the department must have authority to manage the department's role in the operation and direction of recruitment activities.*

C4.2 COMMUNITY OUTREACH

C4.2.1 The department sends recruitment material or representatives to educational institutions and community organizations.

Notes: *Department recruiters should acquaint college and university career counsellors with the benefits and challenges of a policing career. The department should consider advertising in the local ethnic press and in the language of ethnic minorities.*

C4.3 MINORITIES RECRUITING

C4.3.1 The department has documented its activities to recruit minorities.

Notes: *This standard is essential to demonstrate to government and other groups its attempts to recruit minorities.*

C4.3.2 The department annually reviews its minority representation in relation to the area it serves.

Notes: *A police department which visually reflects the community it serves is perceived as being better able to address community issues.*

C4.3.3 Written policy identifies the person or position within the department responsible for these reviews.

Notes: *This reinforces accountability and responsibility.*

C4.4 JOB ANNOUNCEMENTS AND PUBLICITY

C4.4.1 The department's job announcements provide a description of the duties, responsibilities, skills, educational level, and physical requirements for the positions to be filled.

Notes: *The department should provide the most accurate and precise job description possible to avoid undue delay and wasted time on the part of the department and the applicant. When the most important performance dimensions are known, the potential applicants are in a better position to relate their particular knowledge, understanding, and skills to those required by the position to be filled. The department saves the time and expense of making determinations that the applicants could have made, had they been fully apprised.*

C4.4.2 Entry-level job vacancies are advertised through the media.

Notes: *The intent of the standard is to ensure that the department attracts a wide variety of qualified applicants.*

C4.4.3 The department advertises as an equal opportunity employer on all employment applications and recruitment advertisements.

Notes: *The intent of this standard is to publicly demonstrate the department's commitment to fair hiring practices.*

C4.4.4 The department's recruitment literature, if any, depicts women and minorities in policing roles.

Notes: *The department should seek to enhance its credibility and sincerity among members of minority groups by way of example.*

C4.5 APPLICATION PROCESS

C4.5.1 **The department maintains contact with applicants from initial applications to final employment disposition.**

Notes: *Department recruiters should acknowledge receipt of all employment applications within ten working days of their submission. Applicants should be periodically informed of the status of their applications. Applicant contacts should be documented.*

C5

SELECTION

C5.1 MANAGEMENT

C5.1.1 Written policy places the authority and responsibility for administering the department's role in the selection process in an identifiable position.

Notes: *The position identified as the administrator of the selection process should have the authority to manage the operation.*

C5.1.2 Written policy describes all components of the selection process.

Notes: *Comprehensive policy is essential for the proper administration, use, and defensibility of the selection process. The policy should describe the order of events in the selection process and should include information about the validity, utility, fairness, administration, scoring, and interpretation of all elements used in the selection process.*

C5.2 ADMINISTRATIVE PRACTICES AND PROCEDURES

C5.2.1 The selection process uses only those factors that have been documented as having validity, utility, and fairness.

Notes: *The concept of validity requires proof that a given element of the selection process either will predict job performance or detect important aspects of candidates' work behaviour related to the position for which they are applying. If a particular procedure, test, or requirement is not significantly related to an important part of the job, then it is not valid and cannot be used in the selection process. The primary question to be answered in validation is the extent to which the department makes appropriate assumptions about a candidate's job performance by using a particular procedure, test, or requirement in the selection process.*

Utility is an assessment of the practical value or usefulness of an element of the selection process.

C5.2.2 Written policy requires that all elements of the selection process be administered, scored, and interpreted in a uniform manner.

Notes: *Operational elements of the selection process (time limits, oral instructions, practice problems, answer sheets, and scoring formulas) should be clearly set forth and carried out uniformly for all candidates. Failure to do so may prohibit validation of the process.*

C5.2.3 Written policy specifies the conditions and procedures if the department allows re-application, re-testing, and re-evaluation of candidates.

Notes: *A candidate who fails should not necessarily be excluded from further consideration since (1) no selection component is perfectly reliable; (2) the candidate may have acquired new knowledge, skills, and abilities; and (3) the threat of lawsuits or appeals can be minimized through re-testing.*

C5.2.4 At the time of their formal application, candidates are informed in writing of all elements of the selection process.

Notes: *A listing of selection elements may include all written and physical examinations, polygraph examinations, oral interviews, and background investigations. Candidates should be made aware that sensitive or confidential aspects of their personal life may be explored.*

C5.2.5 Candidates not eligible for appointment are informed in writing within thirty calendar days of such a decision.

Notes: *Prompt notification in writing not only is an essential element of an efficient administrative organization but also is fundamental to a fair and effective selection process.*

C5.2.6 Written policy governs the disposition of the records of candidates who are not appointed.

Notes: *It is necessary to maintain selection data to ensure continuing research, independent evaluation, and defence against lawsuits.*

C5.3 BACKGROUND INVESTIGATIONS

C5.3.1 A background investigation of each candidate is conducted prior to appointment.

Notes: *The background investigation, though costly and time consuming, is considered by many practitioners to be the most useful and relevant component of the selection process.*

C5.3.2 Written policy requires that a background investigation include the verification of a candidate's qualifying credentials.

Notes: *Qualifying credentials should include educational achievement, employment, age, residence, and citizenship.*

C5.4 POLYGRAPH EXAMINATIONS AND OTHER INSTRUMENTS FOR THE DETECTION OF DECEPTION

C5.4.1 If polygraph examinations or other instruments for the detection of deception are used in the selection process, candidates are provided, at the time of their formal application, with a list of areas from which polygraph questions will be drawn.

Notes: For candidates to give their informed consent, it is reasonable for them to know the full nature and extent of the inquiry.

C5.4.2 **If polygraph examinations or other instruments for the detection of deception are used in the selection process, the administration of examinations and the evaluation of results are conducted by personnel trained in these procedures.**

Notes: The sensitive nature of these tests make it necessary to rely upon examiners who are certified by an appropriate institution, such as the Canadian Police College.

C5.5 ORAL INTERVIEWS

C5.5.1 **An oral interview of each candidate is conducted, prior to appointment, using valid, useful, and fair procedures.**

Notes: All elements of the oral interview process should be standardized in order to be effective and impartial. Rating scales or procedures should be standardized in order to permit valid and useful distinctions among candidates and their expected job performance.

C5.6 OCCUPATIONAL QUALIFICATIONS

C5.6.1 **Written policy requires that prior to appointment, candidates, other than challenge or exemption candidates, shall have completed at least two years post secondary education, or equivalent.**

Notes: To deal effectively with complex social problems, it is essential for police officers to have a broad perspective and understanding of society and human behaviour.

C5.6.2 **All physical and age qualifications for entry-level sworn positions meet the requirements of validity, utility, and fairness.**

Notes: Physical qualifications include such things as height, weight, visual acuity, hearing, colour blindness, physical agility, and physical fitness.

C5.6.3 **A written examination of each candidate is administered through the Police Academy prior to appointment.**

Notes: The purpose of the written examination is to ensure that all candidates, regardless of where application is made, meet uniform, province wide criteria. The Police Academy will maintain a central registry of candidate scores which will be available to other police departments. The formulation, validation, annual updating, and adminstration of the examination will be conducted by the Police Academy in consultation with the department. The examination may be conducted by the department.

C5.6.4 **A medical examination of each candidate is conducted, prior to appointment, by a licensed physician.**

Notes: *The examination should be conducted by a physician identified and paid by the department. The examination is to include visual acuity, colour vision, and visual fields, to the visual standards as recommended by the Canadian Ophthalmological Society Visual Standards for Police Officers.*

C5.6.5 **A physical fitness and agility examination of each candidate is administered through the Police Academy prior to appointment.**

Notes: *The activities in such tests should be representative of the degree of physical fitness and agility that sworn personnel are expected to maintain throughout their careers.*

C5.6.6 **An assessment of each candidate, other than challenge or exemption candidates, is conducted by the Police Academy Recruit Assessment Centre, prior to appointment.**

Notes: *The assessment centre process provides departments with objective data concerning candidates' skills, abilities, and behaviour, not normally identified by other selection methods. A department may include challenge and exemption candidates in this process.*

C5.7 PROBATIONARY PERIODS

C5.7.1 **At least a six-month probationary period after completion of the third period of training (Block III) of the Peace Officers Basic Training Program at the Police Academy is required before candidates are granted permanent status.**

Notes: *The department should include a probationary period among the final steps in the selection process.*

C5.7.2 **Written policy governs exceptions to the probationary period.**

Notes: *The exceptions will comply with the challenge and exemption rules of the Police Act.*

C6

TRAINING

C6.1 MANAGEMENT

C6.1.1 Written policy establishes the department's training function.

Notes: Notwithstanding that the Police Academy provides training for municipal police officers, each department must provide appropriate training for (1) local needs; (2) updating of knowledge and skills; and (3) meeting qualifications. The policy should establish the function's responsibilities for both sworn and non-sworn training.

C6.1.2 Written policy specifies the activities of the training function and includes:

- **liaison with the Police Academy;**
- **planning, developing, or facilitating training programs;**
- **notifying personnel of required training, and training that is available to personnel;**
- **maintaining training records;**
- **ensuring that required training programs are attended;**
- **implementing department training programs;**
- **selecting instructors; and**
- **evaluating and revising department training programs.**

Notes: Specifying the activities helps ensure that all training and training-related activities are being addressed and that there is accountability for the efforts. All training activities should be conducted within the framework of department goals and in cooperation with all operational units.

C6.1.3 Written policy establishes performance objectives for formal training programs.

Notes: This standard does not apply to seminars, roll call training, or informal training or updating conducted within functions and components.

C6.1.4 Written policy establishes a roll-call training program.

Notes: Roll-call training is a technique that may supplement all other training. The goal of this training should be to keep officers up-to-date between formal retraining sessions.

C6.1.5 Written policy establishes an annual training activity that is made available to all sworn personnel, and includes:

- **officer survival;**
- **changes in policy and procedure;**
- **case law;**
- **legislative change; and**
- **the importance of physical fitness.**

Notes: The intent of this standard is to ensure that all sworn personnel are familiar with current policy requirements and research.

C6.1.6 **Written policy requires the department to update records of employees following their participation in training programs.**

Notes: As personnel complete training programs, the date of the training, the types of training received, any certificates received, attendance, and test scores should be recorded.

C6.1.7 **The department maintains records of each training class, to include:**

- **course content;**
- **names of attendees; and**
- **performance of individual attendees as measured by tests, if administered.**

Notes: The intent of the standard is to ensure that the department is able to demonstrate what instruction was provided, who attended the sessions, and the performance of the attendees.

C6.2 POLICE RECRUIT TRAINING

C6.2.1 **The department requires all newly sworn officers, other than challenge or exemption candidates, to complete the third period of training (Block III) of the Peace Officers Basic Training Program at the Police Academy prior to any operational assignment, except as part of a formal field training program.**

Notes: The intent of this standard is to preclude assigning persons to positions requiring the carrying of firearms, enforcing the law or making arrests until they successfully complete a structured basic training course. Challenge and exemption procedures are outlined in the Police Act.

C6.2.2 **Written policy establishes a field training program for recruits with provisions for the following:**

- **a selection process for field training officers;**
- **training and supervision of field training officers;**
- **liaison with the academy staff;**
- **guidelines for the evaluation of recruits by field training officer; and**
- **reporting responsibilities of field training officers.**

Notes: The goal of field training is to provide recruit trainees with qualified instruction; and the department and the Police Academy with an objective appraisal of recruit performance.

C6.3 ADVANCED TRAINING

C6.3.1 Written policy governs advanced training for sworn personnel, and includes:

- **selection criteria; and**
- **post training assignment.**

Notes: *Advanced training may be considered the type of training provided at the Police Academy, the Canadian Police College and other appropriate institutions.*

C6.4 MANAGEMENT AND SPECIALIZED TRAINING

C6.4.1 Written policy identifies the positions and ranks for which specialized or management training is required.

Notes: *The department should identify all of the positions for which both pre- and post-assignment training are required.*

C6.5 NON-SWORN PERSONNEL

C6.5.1 Written policy requires all newly appointed non-sworn personnel to receive the following training:

- **orientation to the department's role, purpose, goals, policies and procedures;**
- **working conditions and regulations; and**
- **responsibilities and rights of employees.**

Notes: *Non-sworn employees should be trained to meet the requirements of job responsibilities as identified by a job task analysis.*

C6.5.2 Written policy identifies the non-sworn positions for which training, in addition to orientation, is required prior to assumption of job responsibilities.

Notes: *Training for employees who predominantly deal with citizens (such as communications personnel or personnel assigned to information posts or the "front counter") should stress not only the skills necessary to perform the technical aspects of their jobs, but also the importance of the link they provide between the citizen and the department, which often shapes a citizen's opinion of the department.*

C6.5.3 Written policy governs advanced training for non-sworn personnel, and includes:

- **selection criteria; and**
- **post training assignment.**

Notes: *Advanced training may be considered by the type of training provided at the Police Academy, or other appropriate institutions.*

C7

PROMOTION

C7.1 MANAGEMENT

C7.1.1 Written policy defines the department's role in the promotion process.

Notes: The department may rely upon public or other external organizations to administer or provide one or more elements of the process in accordance with legal, professional, and administrative requirements. The department should have a role in the development of the measurement instruments that are used in determining the skills, knowledge, and abilities of employees for positions.

C7.1.2 Written policy places in an identifiable position the authority and responsibility for administering the department's role in the promotion process.

Notes: The position identified as the administrator of the process should have the authority to manage effectively its operation and direction. If responsibility is shared with another agency (such as the Police Academy), the department should perform appropriate liaison activities to carry out the process. Even when authority is shared, the department should maintain the primary responsibility.

C7.1.3 Written policy governs the procedures used for promotion.

Notes: The policy should describe all elements used in the promotional process and may be incorporated within a comprehensive personnel management or general policy and procedures manual.

C7.1.4 In the promotion process, an updated bibliography of reading materials used as the sources of questions is provided to each candidate.

Notes: Bibliographies serve as a study guide to assist employees by helping to direct their attention to the best sources available. Questions should be restricted to material covered in the referenced sources.

C7.1.5 The department makes available to employees a written description and schedule of the promotional process, including anticipated vacancies.

Notes: Announcements should be posted prominently and in a timely fashion, and a concise description of the vacancy should be provided.

C7.1.6 Written policy establishes criteria for the development of eligibility lists, if used.

Notes: The policy may include the system of ranking eligible employees on the list; the duration of the list; the system for selecting personnel; and an explanation of the reason or reasons for selecting personnel.

C7.2 ADMINISTRATIVE PRACTICES AND PROCEDURES

C7.2.1 At least a six-month probationary period is required of all employees who are promoted.

Notes: The department should include a probationary period among the final steps in the process as a safeguard against the promotion of employees beyond their capability.

As early as possible during the probationary period, unsatisfactory incumbents should be alerted in writing about their need for improvement and told that lack of improvement would be cause for return to their former rank or status.

C7.2.2 Written policy establishes procedures for a review or appeal by employees of decisions concerning their eligibility for or appointment to promotional vacancies, and includes:

- **review of the written results of scored elements of the selection process; and**
- **contesting promotional-potential reports used in the selection decision.**

Notes: The right of employees to challenge any aspect of the promotion and advancement process is an integral part of the process itself. A formal process should allow employees an opportunity not only to register their dissatisfaction with the results of specific components of the process, but also to have selection decisions formally reviewed by the department. This standard does not preclude an employee electing to grieve under the provisions of a collective agreement.

C7.2.3 The promotional process is evaluated annually, and revised if necessary.

Notes: The entire process should be evaluated in terms of its effectiveness relative to selecting the best qualified candidates in a fair and equitable manner. Elements of the process may become obsolete or have unintended effects over time due to changes in the applicant pool, in the job, or other developments occurring after the process was implemented.

C8

PERFORMANCE EVALUATION

C8.1 MANAGEMENT

C8.1.1 Written policy defines objectives of the performance evaluation system.

Notes: *The purpose of an evaluation system is to serve both management and the individual employee. Essentially, the objectives are to (1) foster fair and impartial personnel decisions; (2) maintain and improve performance; (3) provide a medium for personnel counselling; (4) facilitate proper decisions regarding probationary employees; (5) provide an objective and fair means for measurement and recognition of individual performance; and (6) identify training needs.*

C8.1.2 Written policy defines the department's performance evaluation system, and includes:

- **measurement definitions;**
- **procedures for use of forms;**
- **rater responsibilities; and**
- **rater training.**

Notes: *Employees will be more receptive to performance evaluation if they are familiar with the processes involved.*

C8.1.3 Written policy states that raters are to be evaluated by their supervisors regarding the quality of ratings given employees.

Notes: *Supervisors should evaluate raters regarding the fairness and impartiality of ratings given, their participation in counselling rated employees, and their ability to carry out the rater's role in the performance evaluation system. The supervisor should ensure that the raters apply ratings uniformly.*

C8.1.4 Written policy requires the retention of performance evaluation reports.

Notes: *A period of at least five years is recommended.*

C8.1.5 Written policy requires an annual review of the performance evaluation system.

Notes: *The intent of the review is to determine the validity, utility and fairness of the system.*

C8.2 EVALUATION PROCESS

C8.2.1 Written policy requires a written annual performance evaluation of each employee.

Notes: The evaluation of the employee's performance covers a specific period and is based only on performance during that period. Evaluation reports may be regular periodic reports or interim reports for varying reasons.

C8.2.2 Written policy specifies that the employee will be given the opportunity to sign the completed performance evaluation report and to comment in writing on it, indicating the employee has read it.

Notes: Each evaluation report on an employee's performance should be read and understood by the employee. The signature should indicate only that the employee has read the report and should not imply agreement or disagreement with the contents. If the employee refuses to sign, the supervisor should so note and record the reason or reasons, if given.

C8.2.3 Written policy specifies that employees are rated by their immediate supervisor.

Notes: The supervisor of rated employees is the person most familiar with their performance and able, therefore, to evaluate performance most accurately. This responsibility should not be delegated. Employees may have been supervised by more than one supervisor during a reporting period. In this case, the rating supervisor should confer with the other supervisors.

C8.2.4 Written policy requires a review process for contested evaluation reports.

Notes: A review process beyond the review of the immediate supervisor of the rater should be established to permit review of the ratings given when protested by the employee.

C8.2.5 Written policy requires a written performance evaluation report on all probationary employees during the period of probation.

Notes: A separate set of criteria is important in the rating of personnel on probation in order to determine, at the earliest point, their suitability for continued employment. The principal objective of supervisors rating probationary employees is to ascertain whether they can actually perform the required functions. Performance should be closely monitored, and written evaluations should be a part of this process.

C8.2.6 Written policy requires that each employee be counselled at the beginning of the rating period concerning:

- **tasks of the position occupied;**
- **level of performance expected; and**
- **evaluation rating criteria.**

Notes: It is essential to the success of the system that the employee fully understand specific duties and responsibilities of the position and what is expected of the employee in carrying these out. It is also expected that counselling by the rater regarding performance of the employee will occur at any time during the rating period deemed necessary.

C8.2.7 The department provides sworn personnel, upon appointment, a copy of the following:

- **dress and appearance standards; and**
- **Police (Discipline) Regulations.**

Notes: *The intent of the standard is to ensure that new employees have a clear understanding of their duties and responsibilities.*

C8.2.8 Written policy requires explanatory comments for performance ratings.

Notes: *Raters should be prepared to substantiate ratings and give specific reasons for the ratings through a narrative comment.*

C8.2.9 Written policy specifies procedures for employee review of the completed evaluation report, and includes an interview between rater and employee.

Notes: *A performance evaluation system should include the participation of the employee in the process. This should contribute to the fairness and objectivity of the system.*

C8.2.10 Written policy requires that a copy of the completed evaluation report be provided to the employee.

Notes: *As a full participant in the evaluation process, it is important that the employee be given a copy of the performance evaluation report.*

C8.3 RECOGNITION AND REMEDIAL MEASURES

C8.3.1 Written policy establishes procedures and criteria for the following:

- **rewarding employees, including letters of commendation and awards for merit or bravery;**
- **using training as a remedial measure; and**
- **using counselling as a remedial measure.**

Notes: *The system should be based on fairness to the employee and the department, and should stimulate employee morale and motivation.*

The policy should enhance consistency in rewarding employees. Departments that present awards for meritorious and heroic acts should ensure that criteria are established as prerequisites for these awards.

The policy should encourage training as a means of improving employee productivity and effectiveness through positive and constructive methods.

The seriousness attached to remedial counselling generally increases with the position of the counsellor in the hierarchical structure of the department. The policy should also provide

guidance concerning the recording of the purpose and effect of the counselling experience.

C8.3.2 Written policy specifies the role of supervisors in a disciplinary or remedial process.

Notes: *The role of supervisors, especially first-line supervisors, is crucial. First-line supervisors have the best opportunity to observe the conduct and appearance of officers and detect those instances when corrective actions are warranted. First-line supervisors also have the opportunity to understand the personality traits of the personnel under their supervision and to determine the most effective remedial measures.*

C8.3.3 Written policy specifies the authority attendant to each level of supervision and command relative to disciplinary actions.

Notes: *The policy should identify the conditions under which a supervisor may act without approval from higher authority.*

C9

ASSESSMENT CENTRES

C9.1 ASSESSMENT CENTRES

C9.1.1 **An assessment centre, when utilized for recruit selection, personnel development and/or promotion:**

- **measures dimensions, attributes, characteristics, qualities, skills, abilities, or knowledge specified in a written job task analysis;**
- **classifies behaviourial observations by assessors into some meaningful and relevant categories, such as dimensions, attributes, characteristics, aptitudes, qualities, skills, abilities, knowledge, or tasks;**
- **uses techniques designed to provide information for evaluating the dimensions previously determined by job analysis;**
- **uses multiple assessment techniques;**
- **includes sufficient job-related simulations to allow multiple opportunities to observe the candidate's behaviour related to each dimension being assessed;**
- **uses multiple assessors for each assessee;**
- **uses trained assessors;**
- **uses synthetic procedures by assessors to record specific behaviourial observations at the time of their occurrence;**
- **requires assessors to prepare a report or record of the observations made in each exercise in preparation for the integration discussion; and**
- **pools information from assessors and techniques at a meeting among the assessors or through a cross-validated statistical integration process.**

Notes: *The requirements of the standards are based on Standards and Ethical Considerations for Assessment Centre Operations as endorsed by the Seventeenth Congress on Assessment Centre Method, meeting in Pittsburgh, May, 1989.*

C9.1.2 **Written policy governs the selection criteria for assessment centre candidates.**

Notes: *In order for the assessment centre process to be valid, the candidate profile must be consistent with the type of assessment centre being utilized.*

C9.1.3 **Written policy requires a review process for contested assessment centre reports.**

Notes: *A review process should be established to permit review and justification of the ratings given when protested by the assessee.*

D

GENERAL AND SPECIALIZED OPERATIONS

D1 General Operations

D2 Patrol

D3 Specialized Criminal Investigations

D4 Intelligence

D5 Organized Crime and Vice

D6 Internal Investigations

D7 Identification Services

D8 Evidence

D9 Traffic

D10 Community Relations

D11 Young Persons and Children

D12 Disasters and Civil Disturbances

D13 Tactical Operations

D14 Prisoner Transportation

D1

GENERAL OPERATIONS

D1.1 MANAGEMENT

D1.1.1 Written policy governs procedures for assuring compliance with constitutional requirements during arrest, detention, and criminal investigations.

Notes: The areas referred to include (1) informing accused persons of the reason for the arrest or detention; (2) right to counsel and to be so informed; (3) validity of detention; (4) confessions and admissions; and (5) the gathering of evidence, including search and seizure.

D1.1.2 Written policy establishes procedures for reviewing cases where the investigating officer recommends the laying of charges, and this recommendation is overruled by a supervisor or crown counsel.

Notes: The intent of the standard is to ensure that investigations and the laying of charges are conducted in a manner free from political or other interference.

D1.1.3 Written policy establishes procedures for reviewing cases where the investigating officer, or any other officer, recommends a stay of proceedings or charges not be laid, notwithstanding there is a likelihood of conviction.

Notes: The intent of this standard is to ensure that the public interest is protected, and the administration of justice is not brought into disrepute. It should be recognized that other factors sometimes outweigh the importance of one case.

D1.1.4 Written policy specifies the criteria for suspending or closing investigative efforts, and for designating cases as "open", "inactive pending further information", and "closed".

Notes: Adherence to this standard will provide administrators with improved management control over the conduct of follow-up investigations. It involves the continued application of solvability and degree-of-seriousness factors to the investigative workload. The criteria may include (1) lack of further leads or solvability factors; (2) unavailability of investigative resources; (3) insufficient degree of seriousness; (4) unavailability of witnesses, evidence, or documentation due to the passage of time; and (5) supervisory discretion.

D1.1.5 Written policy specifies accountability for conducting preliminary and follow-up criminal investigations.

Notes: *To assign responsibility and to establish investigative continuity, policy should define which component of the department is to accomplish the preliminary and/or follow-up investigation for various categories of incidents.*

D1.1.6 Written policy requires each officer to maintain a current notebook.

Notes: *The intent of this standard is to ensure that every officer maintains an up-to-date journal recording activities and events concerning police duties. The policy may reflect exemptions authorized by the chief constable.*

D1.2 OPERATIONS

D1.2.1 Written policy specifies procedures to be followed when using informants, and includes:

- **inclusion of informants in a master file;**
- **content of the informant file;**
- **maintenance of an informant file;**
- **security of informant file and related codes;**
- **other methods to protect the identity of informants;**
- **criteria for paying informants;**
- **precautions to be taken with informants, generally; and**
- **special precautions to be taken with young person informants.**

Notes: *The intent of this standard is to ensure that informants are handled in a uniform and appropriate manner, and to avoid officers being compromised by informants. A master file of informants should be maintained and periodically audited with an emphasis on security and rigid control of access.*

D1.2.2 When a department provides a fund for paying informants, written policy establishes the following controls:

- **accessibility;**
- **criteria for use;**
- **accounting; and**
- **auditing.**

Notes: *The confidential nature of these funds requires special administrative (accounting control and auditing) procedures. Accessibility implies physical safekeeping as well as a procedure for obtaining the money for payment. The criteria for use imply that a decision should be made regarding the value of the information as it relates to the investigation.*

D1.2.3 **If the department has any special purpose vehicles, aircraft, or boats, written policy governs their operations, and includes the following provisions:**

- **a statement of the objectives of their operation or usage;**
- **instructions, conditions, and limitations of usage;**
- **authorization for use in various situations;**
- **qualifications and training for personnel assigned to operate the vehicle, aircraft or boat;**
- **designation of persons or positions responsible for the condition and maintenance of the vehicle, aircraft or boat;**
- **a listing of equipment, if any, to be kept in or on the vehicle, aircraft or boat; and**
- **a listing of persons or positions authorized to operate the vehicle, aircraft or boat and its equipment.**

Notes: *The intent of this standard is to establish guidelines for the operation of all special-purpose vehicles, aircraft or boats utilized by the department.*

D1.2.4 **Written policy designates the methods used for identifying officers and their locations during radio transmissions.**

Notes: *The intent of this standard is to encourage identification systems based on assignment numbers and to ensure the location and direction of responding units are known.*

D1.2.5 **Written policy specifies the procedure for radio and telephone communication with interacting agencies.**

Notes: *A uniform code facilitates communication, cooperation, and coordination among different agencies operating within the same general area.*

D1.2.6 **Written policy states that every officer engaged in a field assignment be issued a portable transceiver.**

Notes: *The intent of this standard is to ensure that officers have the means for constant radio communication.*

D1.2.7 **Written policy governs pursuit of motor vehicles, and includes:**

- **evaluating the circumstances;**
- **initiating officer's responsibilities;**
- **secondary unit's responsibilities;**
- **dispatcher's responsibilities;**
- **supervisor's responsibilities;**
- **forcible stopping;**
- **when to terminate pursuit;**
- **inter and intra-jurisdictional pursuits;**
- **the use of police aircraft; and**
- **officers' responsibilities when accompanied by passengers who are not officers of the department.**

Notes: *The department must balance the necessity for pursuit or apprehension against the probability and severity of damage or injury that may result. When air units are available, they should be used to direct the movement of the initial pursuing units and any other ground units that may be involved. The field supervisor has the ultimate discretion in determining whether the pursuit should be continued.*

D1.2.8 **Written policy establishes procedures for responding to routine, urgent, and emergency calls.**

Notes: *The department should prioritize calls. These classifications should permit designation of the seriousness of the call, and when the emergency lights and siren should be used.*

D1.2.9 **Every police vehicle must be equipped with at least the following equipment:**

- **red emergency light;**
- **a siren;**
- **a mobile radio transceiver; and**
- **emergency equipment.**

Notes: *The intent of this standard is to ensure that all officers, regardless of assignment, have appropriate equipment to enable them to respond to emergency situations. This standard may not apply to vehicles used for covert or undercover activities. The policy should specify the required emergency equipment, such as fire extinguishers, flares, first aid kits, blankets, and rubber gloves.*

D1.2.10 **Written policy requires examination of vehicles at the beginning of each shift.**

Notes: *It is the assigned officer's responsibility to ensure that the vehicle is safe and equipped with appropriate items.*

D1.2.11 **Written policy specifies the use of occupant safety restraining devices in department vehicles.**

Notes: *The use of seat belts is governed by the Motor Vehicle Act.*

D1.2.12 **A bulletproof vest or jacket is available to officers engaged in a field assignment.**

Notes: *Policy may specify circumstances when the wearing of vests is mandatory. The vests or jackets should be rated to stop .357 and 9mm ammunition.*

D1.2.13 **Written policy establishes procedures for notifying the following:**

- **coroners office;**
- **Workers Compensation Board;**
- **Provincial Fire Commissioner;**
- **street/highway department;**
- **public utilities; and**
- **news media.**

Notes: *The policy should specify the circumstances requiring notifications and establish procedures to ensure that such notifications are promptly carried out.*

D1.2.14 **If the department has a system for receiving specified crime and incident report information by telephone or through the mail, written policy specifies the criteria for acceptance.**

Notes: *The intent of this standard is to improve the use of patrol time. Some crime calls do not require the dispatch of a patrol officer and can be effectively handled by receiving information in an alternative manner.*

D1.2.15 **Written policy establishes procedures to be followed when an employee comes into contact with a person having, or suspected of having, an infectious disease.**

Notes: *Persons with an infectious disease may pose a significant health risk to employees.*

D2

PATROL

D2.1 MANAGEMENT

D2.1.1 Written policy establishes the expected activities of the patrol component.

Notes: A clear definition enables officers to know what actions are in concert with department policy and thus facilitates the delivery of services to the community. It is suggested, however, that the responsibilities be described for at least the major job tasks in the patrol function, which may include (1) preventative patrol; (2) crime prevention activities; (3) response services; (4) investigations; (5) traffic control; (6) maintenance of public order; (7) provision of emergency services; (8) development of relationships between citizens and the department; and (9) reporting of information to appropriate organizational components.

D2.1.2 Written policy establishes procedures for communication, coordination, and cooperation between patrol and other department components or functions.

Notes: The patrol component should encourage and support the exchange of information with specialized and support components or functions for the purpose of coordinating performance.

D2.1.3 Police response to emergencies is available continuously within the department's service area.

Notes: The intent of this standard is to provide the community with basic policing services. Members of the public should be able to contact the police at any time and receive immediate response to emergency situations.

D2.1.4 Procedures for shift change provide for continuous patrol coverage.

Notes: To provide patrol coverage at all times, shift changes should be staggered.

D2.1.5 If the department uses horses or dogs, written policy specifies the criteria for their deployment.

Notes: The purpose of this standard is to ensure that horses and dogs are deployed appropriately.

D2.1.6 Written policy describes the circumstances that require the presence of a patrol supervisor at the scene for the purpose of assuming command.

Notes: Incidents of a serious nature often arise that require the presence of a patrol supervisor at the scene for the purpose of assuming command.

D2.2 OPERATIONS

D2.2.1 Written policy establishes the categories of crimes and incidents that should receive preliminary investigation by patrol officers.

Notes: The single most important determinant in solving a crime is the information supplied by the victim or witnesses to the responding patrol officer. In general, patrol officers should conduct the preliminary investigation of most cases. In unusually serious or complex crimes, the preliminary investigation may be conducted by specialists. Investigation of certain other crimes may require the presence of special investigators during the initial investigation. The circumstances calling for early involvement of specialists should be clearly described by the department.

D2.2.2 Written policy governs the conduct of follow-up investigations by patrol officers.

Notes: The purpose of this standard is to increase the effectiveness of patrol officers, to enhance their role, and to provide specialized investigators more time to concentrate on complex investigations. The policy should clearly specify which kinds of cases are referred to specialized investigative components.

D3

SPECIALIZED CRIMINAL INVESTIGATIONS

D3.1 MANAGEMENT

D3.1.1 Written policy establishes a specialized criminal investigation component or function, and includes:

- **homicide or attempted homicide;**
- **sexual assaults; and**
- **child abuse.**

Notes: *The activities of the specialized component or function should be specified. Officers assigned to specialized investigations should be appropriately selected and trained.*

D3.1.2 Written policy requires an annual, formal review of all unsolved homicide cases which occurred in the previous five years.

Notes: *The intent of this standard is to ensure that all avenues of investigation are explored before the case is designated "inactive pending further information", and that information received subsequent to the investigation has been acted upon.*

D3.2 OPERATIONS

D3.2.1 The department provides checklists to aid in criminal investigations.

Notes: *The field report, properly prepared, serves as a satisfactory checklist for most investigations. However, more complicated investigations, such as homicide, serious sexual assault, child abuse, and armed robbery, require additional efforts, and checklists aid in ensuring that critical areas of investigation are not overlooked.*

D3.2.2 Written policy establishes procedures for making a "second contact" with principals involved in a case requiring follow-up investigation.

Notes: *Contacting a victim, complainant, or witness for a second time, after the lapse of several days, may result in the receipt of information leading to the clearance of a case. Maintaining a policy of "second contact" is valuable in building public confidence in the department as well as indicating that the officers are genuinely concerned about the welfare of the victim and other citizens associated with the case.*

D3.2.3 The department has a system for designating a principal investigator or case coordinator for each "open" case.

Notes: This standard does not preclude the assignment of more than one person to an investigation, but is designed to place accountability for each case.

D3.2.4 If the specialized criminal investigation function or component does not provide 24-hour coverage, an "on-call" or alternative system is maintained.

Notes: Specialized criminal investigation services must be made available to operational personnel as required. The communications centre and the commander of patrol must be informed of the procedures for obtaining these services.

D3.2.5 Written policy governs the use of technical aids, such as polygraphs, for the detection of deception in criminal investigations.

Notes: The policy should govern the use of such devices as polygraphs and other detection-of-deception equipment. The policy should also specify those persons who may be authorized to use the equipment and the conditions under which it may be used.

D3.2.6 If investigative task forces are used, written policy governs their activities, and includes:

- **identifying the purpose;**
- **defining authority and responsibilities;**
- **establishing accountability;**
- **identifying resources available;**
- **evaluating results; and**
- **reviewing the necessity of continuation.**

Notes: This standard applies to task forces formed within a department or as a mutual effort among departments having concurrent or adjoining jurisdictions. The criteria for the use of task forces should be specified in the policy. The kinds of offenses for which they should be used and the procedures for control and evaluation should be outlined.

D4

INTELLIGENCE

D4.1 MANAGEMENT

D4.1.1 Written policy establishes the intelligence function.

Notes: *Intelligence activities are important in all departments, regardless of size. Although in small departments there may be a less formal and structured process, the intelligence activities should include information gathering, analysis, and distribution to the proper units.*

D4.1.2 Written policy sets forth procedures for ensuring the legality and integrity of the intelligence effort, and includes:

- **methods for ensuring informants are secure in their anonymity;**
- **procedures for ensuring information collected is limited to criminal conduct and relates to activities that present a threat to the community;**
- **procedures for the utilization of intelligence personnel, equipment, and techniques;**
- **descriptions of the types or quality of information that may be included in the system; and**
- **methods for purging the records of out-of-date information.**

Notes: *Activities undertaken in the intelligence effort should avoid indiscriminate collection or distribution of information. Intelligence activities will not be undertaken against lawful enterprises unless there is an indication of criminal activity.*

D4.2 OPERATIONS

D4.2.1 Written policy stipulates that the department maintain liaison with appropriate federal, provincial, and local agencies for the exchange of intelligence information.

Notes: *The exchange of information as well as coordination of effort between the department's intelligence function and other governmental agencies having similar responsibilities enhances the preparedness of each. A specific position or person should be designated as responsible for this liaison.*

D4.2.2 Written policy governs the exchange of information between the intelligence function and other department components or functions.

Notes: *Information developed through intelligence activities should be provided to operational units to increase the effectiveness of their enforcement and deterrent efforts.*

D4.2.3 The department maintains or has access to specialized equipment to support the intelligence function.

Notes: The intent of the standard is to ensure the availability of equipment specifically designed for the intelligence function.

D5

ORGANIZED CRIME AND VICE

D5.1 MANAGEMENT

D5.1.1 Written policy establishes the department's vice control function.

Notes: *Vice activities can exist in any community and thus require a law enforcement response from the department serving the community. The policy should establish the administration of the vice control function and should designate one person as being responsible for coordinating and overseeing vice control and enforcement.*

D5.1.2 Written policy specifies the responsibilities of the vice control function.

Notes: *The vice control function should address those illegal activities of concern to the community.*

D5.1.3 Written policy establishes the department's organized crime control functions.

Notes: *Organized crime activities are not restricted to large urban areas. The policy should establish the administration of the organized crime control function and should designate one person as being responsible for coordinating and overseeing organized crime control and enforcement.*

D5.1.4 Written policy specifies the responsibilities of the organized crime control functions.

Notes: *The organized crime control function should address unlawful activities by members of organized groups or associations.*

D5.2 OPERATIONS

D5.2.1 Written policy specifies procedures for receiving and processing vice and organized crime complaints and information.

Notes: *The department should establish policy ensuring that complaints and information are recorded and investigated.*

D5.2.2 If an organized crime prosecution and/or investigation unit operates in the department's service area, written policy establishes procedures for the department's participation, communication, coordination, and cooperation with the unit.

Notes: *The department should establish procedures that enhance the exchange of information and personnel.*

D5.2.3 **The department has written guidelines for conducting vice and organized crime surveillance and undercover operations.**

Notes: *The standard can be met if the department has an agreement for the utilization of other departments or agencies to provide this service.*

D5.2.4 **The department has written guidelines for conducting vice and organized crime decoy operations.**

Notes: *The standard can be met if the department has an agreement for the utilization of other departments or agencies to provide this service.*

D6

INTERNAL INVESTIGATIONS

D6.1 MANAGEMENT

D6.1.1 Written policy establishes the department's internal investigation function.

Notes: *The policy should establish the administration of internal matters for the purpose of creating a process to ensure the integrity of the department. The goal of internal investigations is to ensure that the integrity of the department is maintained through an internal system whereby objectivity, fairness, and justice are ensured by impartiality and review.*

D6.1.2 Written policy specifies the activities of the internal investigation function, and includes:

- **recording, registering, and controlling the investigation of complaints against officers;**
- **supervising and controlling the investigation of alleged or suspected misconduct within the department;**
- **maintaining the confidentiality of internal investigations and records; and**
- **acting as a resource for line supervisors.**

Notes: *It should be the policy of the department that all allegations of employee misconduct be appropriately investigated pursuant to the Police Act.*

D6.1.3 Written policy specifies the categories of complaints or breaches of discipline that require investigation by the internal investigation function.

Notes: *The intent of this standard is to provide guidelines regarding which categories of complaints or breaches of discipline are to be handled by the internal investigation function and which as part of routine discipline by line supervisors.*

D6.2 OPERATIONS

D6.2.1 Written policy requires the department to investigate all written complaints against the department or employees in accordance with the Police Act.

Notes: *The purpose of this standard is to ensure compliance with all applicable legislation.*

D6.2.2 Records pertaining to internal investigations are maintained in a secure area by the position responsible for the internal investigations function.

Notes: *The purpose of this standard is to protect the confidentiality of all records associated with the investigative reports and documents related to an internal case.*

D6.2.3 **The department maintains liaison with crown counsel in investigations involving alleged criminal conduct on the part of an employee.**

Notes: To protect the integrity of the department, it is important to maintain close liaison with the appropriate crown counsel. This liaison may include legal advice and assistance in case preparation.

D6.2.4 **Written policy requires that in all cases where crown counsel declines to prosecute owing to alleged police mishandling be reviewed by the department.**

Notes: Referring cases declined for prosecution by crown counsel to the concerned officer's supervisor can often be significant in achieving improvements and accountability.

D6.2.5 **Written policy governs the suspension from duty, of a police officer.**

Notes: Authority for suspension is covered by the Police Act, Police (Discipline) Regulation.

D6.2.6 **Written policy specifies the circumstances in which a police officer may be temporarily relieved from duty with pay.**

Notes: The relief from duty may be a temporary administrative action due to an officer's physical or psychological fitness for duty. The authority to relieve an officer from duty should extend to the officer's immediate supervisor, as a "suspension" under the Police Act may not be appropriate or applicable.

D7

IDENTIFICATION SERVICES

D7.1 MANAGEMENT

D7.1.1 Written policy establishes an identification services function, which provides for:

- **recovery of fingerprints;**
- **photography;**
- **scene diagrams; and**
- **collection and preservation of physical evidence.**

Notes: *This standard may be met if the department has an agreement with another department to provide identification services.*

D7.1.2 Written policy outlines procedures for obtaining identification services.

Notes: *Services must be made available to operational personnel as required.*

D7.1.3 Written policy governs the functional relationship between the identification technician and others involved in the investigative process.

Notes: *The policy should include a delineation of the role and relationships among the identification technicians and other investigators.*

D8

EVIDENCE

D8.1 MANAGEMENT

D8.1.1 Written policy governs procedures for assuring compliance with constitutional and other legal requirements regarding search and seizure, with or without warrant.

Notes: As search and seizure is a complex process, governed by the Charter of Rights and Freedoms, the Criminal Code, and other federal and provincial legislation, guidelines should be developed to include (1) search with warrant; (2) search without warrant; (3) searches of arrested persons; (4) warrant to take blood samples; and (5) the detention of things seized.

D8.1.2 Written policy governs responsibilities of the person or persons who secure, protect, and process the scene of an incident.

Notes: A patrol officer, specialized investigator, or others may have primary responsibility for processing the scene. The policy should identify the role of the person or persons responsible and define the specific functions.

D8.2 OPERATIONS

D8.2.1 Written policy governs procedures used for processing physical evidence.

Notes: Methods used are those that will preserve the condition of evidence, provide continuity of possession, and efficiently utilize personnel.

D8.2.2 Written policy governs timing and conditions for submitting evidence to a forensic laboratory.

Notes: The policy should specify procedures for submission of evidence to the forensic laboratory.

D8.2.3 Written policy governs the use of photography, and video and audio taping pursuant to the collection and preservation of evidence.

Notes: The intent of this standard is to ensure that the use of such measures in the investigative process does not bring the administration of justice into disrepute.

D8.2.4 Written policy describes the procedures for the interception of private communication by means of any electro-magnetic, acoustic, mechanical or other device.

Notes: The intent of this standard is to ensure compliance with the Criminal Code.

D8.2.5 Written policy governs procedures for processing recovered stolen vehicles.

Notes: The policy should ensure that the reporting department, owner, and other appropriate persons receive prompt notification of the recovery; that the vehicle and its contents be processed for items of evidentiary value; that continuity of possession is maintained; that conditions for release are specified; and that accurate records are maintained.

D8.2.6 Written policy governs the weighing, marking, or labelling of physical evidence.

Notes: For physical evidence to be accepted by the court at time of trial, it is essential that continuity of possession be maintained.

D8.2.7 For all items of evidence, a list is prepared containing the following information:

- **description of the item (including make, model number, and serial number, if any);**
- **source (from whom or location where obtained); and**
- **name of person collecting the item or items.**

Notes: An inventory of the items recovered during an investigation is essential to establish accountability.

D8.2.8 Written policy requires a record be made each time transfer of possession of physical evidence takes place.

Notes: The record of transfer of physical evidence should include (1) date and time of transfer; (2) receiving person's name and functional responsibility; and (3) reason for the transfer.

D8.2.9 Written policy requires the record of physical evidence submitted to a laboratory for examination to include prior possession information as follows:

- **name of the officer last having custody of the item;**
- **date and time of submission or mailing and method used for transmission;**
- **date and time of receipt in the laboratory; and**
- **name and signature of the person in the laboratory receiving the evidence.**

Notes: The record serves to meet the requirements for maintaining continuity of possession.

D9

TRAFFIC

D9.1 MANAGEMENT

D9.1.1 Written policy establishes a traffic function.

Notes: Depending upon the organization of the traffic component or function and the degree of specialization within it, responsibilities for particular activities may be assigned to the patrol or other specialized component.

D9.1.2 Written policy establishes procedures for maintaining liaison with agencies or groups involved in traffic safety.

Notes: Enforcement is not the sole factor in traffic safety. Traffic engineering and education each play an important role. Through periodic meetings, concerned groups on the provincial or local level can provide a united approach to traffic safety and efficient highway use.

D9.1.3 The department has a traffic record system containing:

- **traffic accident data;**
- **traffic enforcement data; and**
- **traffic safety education reports.**

Notes: The traffic records system should rapidly provide accurate information to field personnel who are performing primary traffic functions.

D9.1.4 Written policy governs the department's selective traffic enforcement activities, and includes an analysis of:

- **traffic accidents;**
- **traffic enforcement activities;**
- **public concerns; and**
- **incidents involving pedestrians, cyclists, off-road vehicles, and parking.**

Notes: The ultimate goal of selective traffic law enforcement is to reduce traffic accidents and address potential dangers. This may be achieved through the application of such techniques as (1) geographic/temporal assignment of personnel and equipment and (2) the establishment of preventive patrols to deal with specific categories of unlawful driving behaviour. The techniques used should be based on accident data, enforcement activity records, traffic volume, and traffic conditions.

D9.1.5 Written policy governs traffic enforcement activities.

Notes: *Traffic enforcement activities should be directed to areas having the greatest concentration of accidents and calls for traffic services, and at the times analyses have shown these to occur. The policy may also provide for traffic enforcement activities to assist other components or functions in specific projects. The policy should also address provincially and locally initiated traffic safety programs.*

D9.1.6 Written policy governs reporting procedures related to traffic hazards.

Notes: *Traffic hazards (environmental or physical) should be referred to the appropriate authority without delay.*

D9.1.7 Written policy governs the department's handling or referral of complaints or suggestions concerning traffic engineering deficiencies.

Notes: *The policy should establish procedures to ensure that proper action is taken to investigate complaints, evaluate suggestions, and refer them to proper authorities for correction.*

D9.1.8 Written policy governs procedures for transmitting accident and enforcement data to local or regional traffic engineering authorities.

Notes: *Traffic records may call attention to conditions that require changes in engineering. The department should provide copies of accident report forms and/or a monthly summary of accident and enforcement data to provide factual data necessary to make engineering decisions.*

D9.1.9 Written policy specifies procedures for obtaining mechanical assistance or towing services.

Notes: *The policy should establish procedures for obtaining services or other assistance in an equitable manner that satisfies the needs of the public, the department, and the providers of such services.*

D9.1.10 Written policy specifies procedures for the handling of abandoned vehicles.

Notes: *The policy should define the circumstances under which vehicles are considered abandoned and when and how they are to be removed. In addition, the policy should establish procedures that ensure reasonable attempts are made to contact the registered owner of the vehicle.*

D9.1.11 Written policy governs the removal and towing of vehicles.

Notes: *The policy should establish procedures for removal or towing of vehicles that are illegally parked.*

D9.1.12 Written policy requires that a record be maintained of all vehicles removed or towed at the direction of the department.

Notes: *Whenever a vehicle is removed or towed, a written record should be made of the time, date, location, requesting officer, reason for removal or tow, towing service, and location of the vehicle.*

D9.2 OPERATIONS

D9.2.1 Written policy establishes uniform procedures for taking enforcement action, including:

- **arrests;**
- **tickets;**
- **written warnings (if used); and**
- **multiple violations.**

Notes: *The policy should establish guidelines to ensure that enforcement actions are commensurate with applicable laws and take into account the degree and severity of the violation committed. The policy should discourage emphasis on quantitative enforcement activities (such as ticket quotas) and acknowledge that both qualitative and quantitative emphases are integral to the department's traffic enforcement program.*

D9.2.2 Written policy establishes procedures for handling traffic law violations committed by:

- **young persons; and**
- **foreign diplomats/consular officials.**

Notes: *The policy should address legislative requirements.*

D9.2.3 Written policy establishes procedures governing accountability of traffic tickets.

Notes: *The policy should ensure that traffic tickets are accounted for from the point of issuance to final adjudication by the court or administrative authority.*

D9.2.4 Written policy establishes procedures for the disposition of vehicles where the driver is operating a vehicle after driving privileges have been revoked or suspended.

Notes: *The policy should include guidelines consistent with applicable legislation.*

D9.2.5 Written policy governs the use of speed-measuring devices and breathalyzer instruments in traffic enforcement activities, and includes:

- **operator training and certification; and**
- **maintenance.**

Notes: *The department should ensure that officers utilizing such devices are fully trained and authorized as necessary.*

D9.2.6 Written policy establishes procedures for handling persons charged with driving while impaired by alcohol or drugs.

Notes: *The arrest or detention of persons driving while impaired differs significantly from the handling of other traffic law violations. Procedures should address the methods to be employed for (1) administration of breath tests; (2) transportation of impaired suspects; (3) blood and urine*

testing; (4) incarceration or release to a responsible third party; and (5) disposition of the suspect's vehicle.

D9.2.7 Written policy establishes procedures for identification and referral of drivers recommended for reexamination by licensing authorities.

Notes: *Routine enforcement, accident reporting, and investigation activities frequently lead to the discovery of drivers who have suspected incompetency, physical or mental disability, disease, or other conditions that might prevent the person from exercising reasonable and ordinary care over a motor vehicle.*

D9.2.8 Written policy governs accident reporting, investigation and enforcement, including accidents involving:

- **death or injury;**
- **property damage;**
- **hit and run;**
- **impairment due to alcohol or drugs;**
- **hazardous materials;**
- **accidents occurring on private property; and**
- **police vehicles.**

Notes: *The policy should establish procedures to ensure that the department's accident reporting and investigation responsibilities are efficiently and effectively carried out.*

D9.2.9 Written policy governs police response to the scene of an accident.

Notes: *The intent of this standard is to allow each department to develop policy appropriate to local conditions. The policy should also specify the circumstances that permit the suspension of investigation, for example, during snow emergencies,and when drivers may report property-damage-only accidents in person. This policy should be communicated to motorists through the department's public information program.*

D9.2.10 Written policy governs the use of expert and technical assistance in accident investigations.

Notes: *The policy should specify the circumstances under which a traffic accident analyst is to be utilized.*

D9.2.11 Written policy governs the use of high-visibility clothing when directing traffic.

Notes: *Use of reflective vests or other high-visibility clothing is governed by Workers Compensation Board regulations.*

D9.2.12 Written policy governs the use of temporary traffic control devices where the original devices have been rendered inoperative.

Notes: *The policy should specify when and where such devices are to be used and the person or persons responsible for their placement and removal. The standard is met where an agreement to provide such a service exists between the department and a civic or provincial agency.*

D9.2.13 Written policy governs provision of police traffic escorts.

Notes: The policy should specify the circumstances, both routine and emergency, under which escort services should be provided, the procedures for processing routine or emergency requests for escort, and the identification of personnel authorized to approve such requests. The policy should include escort of public officials, dignitaries, emergency vehicles, funerals, oversize vehicles, hazardous or unusual cargo, and medical emergencies.

D9.2.14 Written policy describes circumstances warranting the use of roadblocks and specifies procedures for implementation.

Notes: The intent of this standard is to establish guidelines for the use of roadblocks in traffic nforcement activities, such as impaired driving and seat belt programs.

D9.2.15 The department assists school authorities in student traffic safety patrol programs.

Notes: Instructional assistance should be provided for school districts that include such programs.

D10

COMMUNITY RELATIONS

D10.1 PUBLIC INFORMATION

D10.1.1 Written policy establishes a public information function, and includes:

- **assisting news personnel in covering both routine news stories and on-scene incidents;**
- **being available for on-call responses to the news media;**
- **preparing and distributing department news releases; and**
- **arranging for, and assisting at news conferences.**

Notes: *The policy should address how the department will handle potential situations which interest the news media, as well as situations in which the department wishes to generate media interest.*

D10.1.2 Written policy establishes the procedures for press releases.

Notes: *The department should have procedures that address the criteria to be used in determining (1) the need for press releases on a daily or weekly basis, or as necessitated by specific occurrences in the department's service area and (2) the content and the extent of coverage of department activities. Press releases may be issued in bulletin form or through tape-recorded messages.*

D10.1.3 Written policy identifies those within the department who may release information to the news media.

Notes: *Situations may arise when events require an immediate spokesperson.*

D10.1.4 Written policy governs the access of news media representatives within crime scene parameters.

Notes: *News media representatives should not be in a position to interfere with police operations at the scene of an incident. The guidelines for news media access to the scene should be communicated to the media to help ensure their cooperation.*

D10.1.5 Written policy specifies the information regarding ongoing criminal investigations that may be released to the news media.

Notes: *The intent of the standard is that the department provide specific guidance to personnel regarding the release of information.*

D10.2 COMMUNITY RELATIONS

D10.2.1 Written policy establishes a community relations function within the department.

Notes: Police departments should establish direct contacts with the community served. A well-organized community relations operation can be an effective means of eliciting public support and can serve to identify problems in the making.

D10.2.2 A survey of citizen attitudes and opinions is conducted every three to five years with respect to the following:

- **overall department performance;**
- **overall competence of department employees;**
- **officers' attitudes and behaviour toward citizens;**
- **concern over safety and security in the department's service area as a whole;**
- **concern over safety and security in the area where the respondent lives; and**
- **recommendations and suggestions for improvements.**

Notes: The use of surveys is widespread in both the public and private sector. Departments should use citizen attitude surveys to complement other sources of information used in the decision-making process. The survey should use established research practices. The survey may be conducted by mail, in person, or by telephone and may be combined with questions relating to victimization and other issues. The results of the survey should be provided to the community. The standard may be met if the survey is conducted by the British Columbia Police Commission or the municipality.

D10.3 SCHOOL LIAISON

D10.3.1 Written policy requires the department to have a school liaison program, and includes provisions for the following responsibilities of school liaison officers:

- **acting as resource personnel to other components of the department;**
- **providing instruction to students in a classroom setting; and**
- **explaining the police role in society.**

Notes: School liaison programs can also provide a forum through which students, parents, faculty, and officers can become acquainted and, as a result, earn mutual respect. The policy should address whether school liaison officers will act as counsellors or provide referrals to appropriate social agencies.

D10.4 CRIME PREVENTION

D10.4.1 Written policy establishes a crime prevention function and defines the relationships between all organizational elements of the department in pursuing crime prevention activities.

Notes: *Most policing activities consist of reactive policing. No less legitimate, however, is the pursuit of the prevention of crime. The key to effective policing lies in seeking a reasonable balance between the two broad mandates. The creation of a crime prevention component or function is a major step in achieving this balance.*

D10.4.2 Written policy establishes the department's crime prevention priorities by crime type and geographic area, based on an analysis of local crime data.

Notes: *The department should establish priorities for action. Based on pertinent data, the department should decide which crime types present the greatest problem, where the problems are most severe or where crime prevention activities could be most productive, and what types of programs would be most effective in combating crime.*

D10.4.3 Written policy requires the department's crime prevention practitioner to maintain liaison with interested government and community groups.

Notes: *Communities are comprised of individuals with diverse interests. Crime prevention officers should attempt to incorporate in their plans and programs the interests of those in the community, including the business community, local citizens' organizations, local civic associations, private security agencies, and other groups.*

D11

YOUNG PERSONS AND CHILDREN

D11.1 MANAGEMENT

D11.1.1 Written policy establishes provisions for review of the department policy and procedure in relation to the Young Offenders Act.

Notes: Because under law young persons have special status in the criminal justice system, the department must ensure that its policies are consistent with current legislation and practise.

D11.2 OPERATIONS

D11.2.1 Written policy governs the arrest or detention of young persons.

Notes: The intent of the standard is to ensure compliance with the Young Offenders Act.

D11.2.2 Written policy establishes procedures regarding young persons who have been taken into custody, and includes:

- **notifying the young persons immediately of their constitutional rights; and**
- **notifying the young persons' parents or guardians.**

Notes: The intent of the standard is to ensure compliance with the Young Offenders Act.

D11.2.3 Written policy governs procedures for the interrogation or interview of young persons, and includes provision for the following:

- **consulting with legal counsel, parents, guardians, relatives, or other appropriate adult; and**
- **use of appropriate statement forms.**

Notes: The intent of this standard is to ensure compliance with the Young Offenders Act.

D11.2.4 Written policy establishes procedures regarding fingerprints, photographs, and other forms of identification pertaining to young persons.

Notes: The intent of this standard is to ensure compliance with the Young Offenders Act.

D11.2.5 Written policy establishes procedures for department records pertaining to young persons, and includes:

- **purging of records; and**
- **disclosure of records.**

Notes: *The intent of this standard is to ensure compliance with the Young Offenders Act.*

D11.2.6 Written policy designates a position as accountable for young offender records.

Notes: *The intent of this standard is to ensure compliance with the Young Offenders Act.*

D11.2.7 Written policy governs procedures regarding children apprehended for their own protection.

Notes: *The intent of the standard is to ensure compliance with applicable provincial legislation.*

D12

DISASTERS AND CIVIL DISTURBANCES

D12.1 MANAGEMENT

D12.1.1 Written policy specifies a position in the department responsible for planning for response to disasters and civil disturbances.

Notes: The person holding this position should be the principal advisor on disasters and civil disturbances.

D12.1.2 The department has a written plan for responding to disasters and civil disturbances, and includes provisions for the following as applicable:

- **availability for command (order of precedence);**
- **communications;**
- **field command posts;**
- **casualty information;**
- **court and crown counsel liaison;**
- **community relations/public information (media briefings);**
- **general liaison (with other departments);**
- **legal considera.ions;**
- **other police support;**
- **military support;**
- **public facility security;**
- **traffic control;**
- **young offenders;**
- **equipment requirements;**
- **deescalation procedures;**
- **transportation;**
- **arrest/confinement procedures;**
- **debriefing and documentation; and**
- **medical and fire services.**

Notes: Thorough planning is a fundamental requirement in meeting the exigencies associated with disasters and civil disturbances. The plan should be coordinated with regional or provincial authorities.

D12.1.3 The departn.ent has a written emergency mobilization plan, which includes provisions for:

- **communications;**
- **alert stages;**
- **primary and alternate assembly areas;**
- **equipment distribution;**

- special task force activation;
- key personnel designations;
- transportation requirements;
- management control measures; and
- rehearsals.

Notes: In the event of a disaster or civil disturbance, the planned response of personnel is imperative. The standard may be met by participation in a regional plan.

D12.1.4 The department maintains liaison with emergency program authorities.

Notes: The department's component charged with preparing a plan should coordinate the plan's contents with all affected departments.

D12.1.5 The department has an emergency operations manual for use by command officers, which is reviewed and updated at least annually.

Notes: The emergency operations manual should contain step-by-step instructions on how to implement the plan. It should contain referral worksheets that list operation orders, personnel and equipment resources, external resources, command post needs, available communications, security measures, intelligence matters, media relations, and on-site operations.

D12.1.6 If the department is involved in a contingency plan concerning an emergency situation at a correctional or other institution, it has a written plan for such an occurrence.

Notes: As in other environments susceptible to unusual occurrences, correctional systems and individual institutions should develop plans to prevent and deal with disorders and incidents of extraordinary violence. If the department is included in a contingency plan of another institution, the department should have a parallel plan.

D12.1.7 The department's civil disturbance plan includes the following provisions for carrying out mass arrests:

- processing (to include booking);
- transportation;
- detention;
- evidence collection;
- security;
- identification;
- interdepartment agreements;
- defence counsel visits;
- court and prosecutorial liaison;
- media relations/public information;
- food, water, and sanitation; and
- medical treatment.

Notes: Although alternatives should be actively sought, departments should devise emergency contingency plans for mass arrest situations. The plans should include provisions for prisoner and officer security, and the facilitation of the restoration of order by means of arrest.

D12.1.8 **Written policy requires procedures for responding to industrial relations disputes and/or acts of civil disobedience.**

Notes: Policy should reflect that police response should be neutral, non-confrontational, and independent.

D13

TACTICAL OPERATIONS

D13.1 MANAGEMENT

D13.1.1 The department has a special operations function for conducting:

- **deployment of emergency response teams (ERT); and**
- **deployment of negotiation teams.**

Notes: *The intent of this standard is to require a continuing supervisory effort with respect to ERT usage and negotiation to ensure constant planning and operational readiness in view of the critical nature of these functions.*

D13.1.2 Written policy establishes procedures for governing tactical operations, and includes:

- **emergency response teams (ERT);**
- **vice and organized crime raids;**
- **hostage negotiation;**
- **special purpose vehicles;**
- **bomb disposal;**
- **bomb threats;**
- **coverage of special events;**
- **VIP protection;**
- **coverage of disasters; and**
- **coverage of civil disorders.**

Notes: *The policy should identify the organizational configuration of the tactical operations component as well as the position authorized to activate operations. The policy should also set forth procedures governing the use of ERT personnel in specific situations. For those special operations the department does not perform, the policy should identify where such assistance is available and how it is requested.*

D13.1.3 If the department has an emergency response team, a written policy governs the minimum number of team members necessary to respond to various types of incidents.

Notes: *The intent of the standard is to ensure that supervisors and team members have clear direction on the number of ERT officers required.*

D13.1.4 Written policy governs procedures for deploying ERT officers to supplement other operation components or functions.

Notes: *Guidelines should be established for the use of special operations officers to supplement other operations, such as patrol, as the need arises. The policy should specify supervisory arrangements and whether special operations officers are to be assigned as an integral unit.*

D13.1.5 Written policy establishes procedures for cooperation and coordination between ERT and other operational components or functions.

Notes: The intent of this standard is to establish procedures to alleviate potential misunderstandings among all components or functions, to provide for the safety of officers, and to ensure the success of the operation.

D13.2 OPERATIONS

D13.2.1 Written policy establishes criteria for selection of officers assigned to ERT operations.

Notes: Officers who are assigned to ERT should be carefully selected. Special criteria for selection should be identified.

D13.2.2 Written policy requires that officers assigned to ERT be tested at least annually to determine fitness.

Notes: Good physical and mental condition is a prerequisite for officer safety and the prevention of injury. Test results should be kept on file for the duration of an officer's assignment.

D13.2.3 If the department has an emergency response team, the department provides specialized equipment for its operations.

Notes: Special equipment is needed to provide ERT officers with proper protection. The equipment may be issued to officers for storage at home, in department vehicles, or in some other accessible location, such as a command post. Each officer should be equipped, at a minimum, with (1) a portable, hand-held radio transceiver with earphones; (2) a flashlight; (3) a gas mask; (4) a bulletproof vest; (5) a utility uniform; (6) a hand gun; and (7) other necessary equipment.

D13.2.4 If the department has an emergency response team, the department maintains a secure vehicle for the storage and transportation of its supplies and specialized equipment.

Notes: Spare weapons, ammunition, and specialized equipment (such as rope, ladders, rappelling gear, maps, manhole cover hooks, pry bars, tear gas, battering ram, bull horns, lanterns, body armour, helmets, bulletproof shields, and radios) should be available for ERT use. Several sets of personal equipment issued to team members should be kept in the vehicle as backup in the event a team member arrives at the scene of an incident without equipment.

D13.2.5 The department has a written plan for handling hostage and barricaded persons situations, and includes provisions for the following as applicable:

- **notification of ERT personnel;**
- **notification of appropriate persons within and outside the department, such as command officers, dog handlers, or helicopter pilots;**
- **establishment of an inside and outside perimeter;**

- evacuation of injured victims;
- evacuation of bystanders;
- establishment of a command post and chain of command;
- request for ambulance, rescue, or fire equipment;
- authorization for news media access, and news media policy;
- authorization for use of force and chemical agents;
- communication with the barricaded person;
- interaction between ERT and hostage negotiation personnel and responsibilities of each;
- communications with other departments;
- list of negotiable items and non-negotiable items;
- provision for chase/surveillance vehicles and control of travel routes; and
- debriefing and documentation.

Notes: Guidelines for hostage and barricaded persons situations need to be developed and tested prior to use in a real situation. Once in effect, they should be widely circulated and subject to annual review and modification.

D13.2.6 **Written policy specifies criteria for selection and deployment of hostage negotiators.**

Notes: Hostage negotiators should be carefully screened and selected. Special criteria for selection should be identified.

D13.2.7 **The department has, or has access to, a bomb disposal operation and has a written plan for handling a bomb threat or emergency, including:**

- designating the bomb disposal unit commander as officer in charge of the situation;
- role of personnel in ascertaining details from the bomb threat caller;
- notification of persons in the department chain of command;
- establishment of a security perimeter;
- organization of search teams;
- search procedures;
- equipment required by search teams;
- if a suspected device is located, notification of bomb disposal personnel;
- evacuation policy in schools and other buildings;
- coordination with the fire department;
- coordination with investigators or evidence specialists;
- communications procedures during periods of radio silence; and
- debriefing and documentation.

Notes: The intent of this standard is to ensure that only suitably trained and equipped personnel are utilized, and that a plan is developed to deal with these circumstances.

D13.2.8 **The department has a written plan for handling the security of VIP's and security risks, which may include provisions for the following:**

- designation of a single person or position as supervisor and coordinator of any given security detail;
- equipment requirements including vehicles, body armour for VIP's and security officers, and weapons for officers;
- planning and reconnoitering travel routes and alternates;

- **courtroom security liaison;**
- **advance inspection of sites and facilities;**
- **arrangements for gathering intelligence information;**
- **coordination of operations within the department and with outside departments;**
- **identification of emergency first-aid, ambulance, and medical facilities;**
- **communications; and**
- **identification by designation (such as lapel pins).**

Notes: *Generally provincial or federal police will be responsible for V.I.P. security. The department policy should state the relationship and responsibilities of each party to avoid confusion and to act as guidance when such security is required in the department's jurisdiction.*

D13.2.9 **The department has a written plan for handling special events, which includes provisions for the following:**

- **designation of a single person or position as supervisor and coordinator;**
- **estimate of traffic, crowd control, and crime problems expected;**
- **traffic direction and control;**
- **use of special operations personnel;**
- **logistics requirements;**
- **VIP escort;**
- **coordination inside and outside the department; and**
- **debriefing and documentation.**

Notes: *The intent of the standard is to encourage the development of an overall plan setting out requirements for specific planning and operation for each individual event.*

D14

PRISONER TRANSPORTATION

D14.1 MANAGEMENT

D14.1.1 **Written policy requires that information relating to a prisoner's escape or suicide potential or other personal traits of a security nature be included in the documentation that accompanies the prisoner during transport.**

Notes: The intent of this standard is that other transporting and/or holding agencies be specifically alerted to any potential security problems that a prisoner may present during transport or lodging. This information should include escape or suicidal tendencies as well as unusual illnesses.

D14.2 OPERATIONS

D14.2.1 **Written policy requires that vehicles used for transporting prisoners on a regular basis are modified to minimize opportunities for the prisoner to escape and to separate the driver from the prisoner by a safety barrier.**

Notes: The intent of this standard is to ensure escorting officers are suitably protected.

D14.2.2 **Written policy requires a search of each prisoner prior to being transported.**

Notes: Prisoners should be searched each time they come into the transporting officer's custody, including transport to and from court appearances.

D14.2.3 **Written policy requires the search of transport vehicles before and after transporting prisoners.**

Notes: Each time a prisoner is to be transported, the vehicle should be examined to ensure that no weapons or other items are present.

D14.2.4 **Written policy describes the security and control of prisoners transported to medical care facilities for treatment or examination.**

Notes: If the prisoner is admitted to the hospital, the police should provide for security as necessary.

D14.2.5 **Written policy requires that the department notify the sheriff of the court when a prisoner to be transported to court is considered a security hazard.**

Notes: In such cases, the judge may allow or direct the use of restraining devices in the court and may request the assignment of additional security officers to the court.

D14.2.6 **Written policy governs transport of prisoners by an officer of the opposite sex, with exceptions defined.**

Notes: In such situations, procedures should provide for recording time of departure, time of arrival, and meterage of the vehicle.

D14.2.7 **Written policy describes methods used in transporting mentally disturbed, handicapped, sick or injured prisoners.**

Notes: These prisoners present conditions that require special care and attention.

D14.2.8 **Written policy requires prisoners to be restrained during transport, with exceptions noted.**

Notes: It is necessary for officers to know when and how prisoners are to be restrained and when, where, and how particular restraining devices are to be employed, including special and prohibited methods.

D14.2.9 **Written policy describes the use of restraining devices on mentally disturbed, handicapped, sick or injured prisoners.**

Notes: It should not be assumed that restraining devices are not required on these prisoners.

E

SUPPORT SERVICES

E1 DETENTION FACILITY

E2 COMMUNICATIONS

E3 RECORDS

E4 PROPERTY MANAGEMENT

E1

DETENTION FACILITY

E1.1 MANAGEMENT

E1.1.1 Written policy establishes the position responsible for the operation and maintenance of the detention facility.

Notes: *The policy may be in the form of a manual that covers management, operation, security, prisoner accounting, and control.*

E1.1.2 Written policy governs access of persons to the detention facility.

Notes: *Policy should address access to the facility by counsel, family and others.*

E1.2 PHYSICAL PLANT

E1.2.1 Detention facilities provide the following minimum conditions for prisoners:

- **sufficient lighting;**
- **circulation of air in accordance with local public health standards;**
- **access to a toilet, wash basin or shower, and drinking water; and**
- **a bed and bedding for each prisoner held in excess of eight hours.**

Notes: *Policy may provide exceptions for prisoners who are deemed to be suicidal or self-destructive.*

E1.3 SAFETY AND SANITATION

E1.3.1 Written policy describes fire prevention practices and procedures for the facility.

Notes: *The department should plan and execute all reasonable procedures for the prevention and prompt control of fire.*

E1.3.2 The type and location of fire equipment is approved in writing by provincial or local fire officials.

Notes: *Fire equipment should be located in easily accessible locations affording minimum opportunity for tampering.*

E1.3.3 **Written policy requires a weekly inspection, and documented testing of fire fighting equipment in accordance with applicable regulations or legislation.**

Notes: The inspection should focus on verifying the presence of equipment and detecting any tampering or damage.

E1.3.4 **The facility has an automatic fire alarm and heat and smoke detection system that are approved in writing by provincial or local fire officials.**

Notes: The facility should have the capability to alert staff to the presence of a fire and/or smoke in the facility. The fire alarm system should be connected directly to the nearest full-time, emergency dispatch centre.

E1.3.5 **Written policy requires weekly inspection and documentation of the facility's automatic fire detection devices and alarm system in accordance with applicable regulations or legislation.**

Notes: Automatic devices shall be tested to determine that they are functional.

E1.3.6 **There is a written and posted emergency evacuation plan for the facility and a designated and signed emergency exit directing evacuation of persons to hazard-free areas.**

Notes: If possible, two separate emergency exits should be provided. The evacuation plan should specify route of evacuation and subsequent disposition and housing of prisoners. The plan should also include provisions for first aid and hospital transportation.

E1.3.7 **Written policy requires a sanitation inspection of the facility.**

Notes: The intent of this standard is to ensure prisoners and staff are not exposed to unsanitary conditions.

E1.4 OPERATIONS

E1.4.1 **Written policy governs the securing of firearms in the holding facility.**

Notes: Exceptions to the standard may be made in emergency situations.

E1.4.2 **Written policy requires a security check, including a search for weapons, prior to each use of an unoccupied cell.**

Notes: The policy should indicate who is responsible for making this security check.

E1.4.3 **Written policy requires a documented security inspection, including a search for weapons, of the holding facility at least weekly.**

Notes: All holding areas and other areas to which prisoners have access should be searched for weapons and other prohibited articles.

E1.4.4 There is a security alarm system linked to a designated control point.

Notes: *Emergency alarm systems are vital to the safety of prisoners and staff and to the security of the facility.*

E1.4.5 There is a video surveillance and recording system for all prisoner booking areas.

Notes: *The intent of the standard is to (1) protect officers from unfounded allegations; (2) encourage appropriate prisoner behaviour; and (3) provide evidence for any investigation.*

E1.4.6 Written policy describes procedures to be followed in the event of an escape.

Notes: *The procedures to be followed if an escape occurs should be made known to all facility personnel.*

E1.4.7 Written policy requires that a search be made of all prisoners before entry into a cell, and that a written, itemized inventory be made of all property taken from a prisoner.

Notes: *The policy should specify which items may be retained by the prisoner.*

E1.4.8 A booking form is completed for every person booked into the facility and contains the following information to the extent permitted by law:

- **arrest information;**
- **apparent physical and psychological condition;**
- **medications taken by prisoner;**
- **property inventory and disposition; and**
- **prisoner profile coding.**

Notes: *Booking information should enable the facility staff to (1) increase the safety of staff; (2) protect prisoners from self-destructive behaviour; (3) protect prisoners from other prisoners: (4) identify the prisoner; and (5) identify and secure property.*

E1.4.9 Young persons detention areas are separate from adult detention areas.

Notes: *Department policy must be consistent with the Young Offenders Act.*

E1.4.10 Detention areas for female prisoners are separate from male detention areas.

Notes: *Female detention areas should be separated by sight and sound from male detention areas.*

E1.4.11 Written policy describes methods for handling, detaining, and segregating persons under the influence of alcohol or other drugs or who are unconscious, violent or self-destructive.

Notes: *Such prisoners should remain under close observation by facility staff, or referred for appropriate medical treatment.*

E1.4.12 **Written policy describes space arrangements and procedures to follow in the event of a group arrest that exceeds the maximum capacity of the detention facility.**

Notes: *The policy should address such matters as provision for extra personnel, additional physical facilities, and booking and detention procedures.*

E1.4.13 **Written policy governs the return of property to prisoners upon release.**

Notes: *Property retained for evidentiary or other purposes should be noted on the inventory form.*

E1.4.14 **Written policy requires a journal to be maintained by detention facility personnel, in which significant or unusual occurrences are recorded.**

Notes: *The intent of this standard is to document noteworthy incidents involving prisoners, staff or facilities.*

E1.5 MEDICAL AND HEALTH CARE SERVICES

E1.5.1 **Written policy identifies the policies and procedures to be followed when a prisoner is in need of medical assistance.**

Notes: *The intent of this standard is to ensure that staff recognize, take appropriate action on, and report all prisoner medical emergencies.*

E1.5.2 **A first aid kit is available in the detention facility, and is subjected to a documented weekly inspection and replenished as necessary.**

Notes: *First aid equipment available to facility personnel should provide a capability for proper response to a broad range of anticipated emergencies.*

E1.5.3 **Written policy governs the dispensing of pharmaceuticals or other medical treatment, within the facility by department employees.**

Notes: *Policy should clearly state that pharmaceuticals, or other medical treatment, are only to be given to prisoners with their informed consent and with appropriate medical authorization.*

E1.5.4 **Written policy establishes procedures to be followed when a prisoner has an infectious disease.**

Notes: *Prisoners with infectious diseases may pose a significant health risk to staff. The intent of the standard is to ensure that all staff who come into contact with the prisoner, prisoner's clothing, or who enter the prisoner's cell, are notified of the health risk.*

E1.6 POLICE RESPONSIBILITIES REGARDING PRISONERS

E1.6.1 Written policy requires that a prisoner's opportunity for lawful release from custody is not impeded.

Notes: The intent of the standard is to ensure compliance with the Criminal Code and Charter of Rights and Freedoms.

E1.6.2 Written policy ensures confidential access to counsel.

Notes: Every effort should be made to ensure privacy in contacts between counsel and their clients.

E1.6.3 Written policy sets forth procedures for a prisoner's access to a telephone and telephone directory.

Notes: Any limits in the use of the telephone such as the type and number of calls and their duration should be stated.

E1.6.4 Three meals are provided to all prisoners in the facility during each 24 hour period.

Notes: No more than 14 hours should elapse between meals, except when a different dietary regimen is medically indicated.

E1.7 SUPERVISION OF PRISONERS

E1.7.1 Written policy requires continuous supervision of prisoners by department staff.

Notes: Continuous supervision is essential for maintaining security and ensuring the safety and welfare of prisoners.

E1.7.2 Written policy requires that each prisoner be visually checked frequently by department staff.

Notes: Prisoners who are security risks should be under closer surveillance and may require more frequent observation. A visual check means verifying the security and well being of the prisoner. For the purpose of this standard a visual check does not include video surveillance.

E1.7.3 Written policy specifies procedures when prisoners are supervised by a staff member of the opposite sex.

Notes: It is inappropriate for staff to supervise prisoners of the opposite sex. Staff should be advised of procedures to be followed in these cases when the appropriate staff are not available.

E1.7.4 Written policy governs prisoners' visitations and describes procedures for registering visitors to the facility and for searching visitors.

Notes: Prisoners may be permitted visitors consistent with security and operational considerations.

E2

COMMUNICATIONS

E2.1 MANAGEMENT

E2.1.1 Written policy establishes the department's communications component.

Notes: The purpose of this policy should be to place accountability for the communications function within the department's organizational configuration. The standard may be met if this function is provided by another department.

E2.1.2 Written policy establishes the department's communications activities, and includes:

- **radio communications;**
- **telephone communications;**
- **automated data communications; and**
- **alarm monitoring.**

Notes: The policy should specify the responsibilities associated with each activity.

E2.1.3 Written policy establishes the authority and responsibilities of personnel assigned to the communications component.

Notes: A written job description should contribute to standardization of service rendered, reduce errors, aid the training effort, and reduce confusion during emergency situations.

E2.1.4 Written policy limits access to the communications centre to authorized personnel.

Notes: In general, access should be limited to those persons who operate and command the centre and to others specifically authorized.

E2.1.5 Written policy establishes procedures for routine telephone line load studies.

Notes: Without the proper number of telephone lines, calls placed to the department may receive a busy signal or go otherwise unanswered due to lack of equipment.

E2.1.6 Written policy establishes procedures for recording department radio transmissions and emergency telephone conversations within the communications centre.

Notes: These recordings are an indispensable source for criminal investigation, internal investigations, training, and audits of the department's service delivery system. A minimum of one month is recommended for retention.

E2.1.7 Written policy establishes criteria and procedures for reviewing recorded conversations.

Notes: Access to recordings should be limited and available only through a specific procedural method.

E2.2 OPERATIONS

E2.2.1 Written policy establishes procedures for performing telephone and automated data communications functions.

Notes: The policy may be a manual on the operations or activities in the communications centre. Personnel in the centre should have the manual accessible for reference.

E2.2.2 Written policy establishes radio communication procedures.

Notes: The intent of this standard is to ensure appropriate radio codes and procedures are utilized. Standardization of procedures avoids misunderstandings, increases efficiency, and provides a professional image for the public who monitor police radio broadcasts.

E2.2.3 Communications personnel have immediate access to at least the following departmental resources:

- **officer in charge;**
- **duty roster of all personnel;**
- **telephone numbers of all department personnel; and**
- **telephone numbers of all emergency service agencies.**

Notes: Such information must be kept current.

E2.2.4 Written policy establishes procedures for obtaining necessary services external to the department.

Notes: These services include fire equipment, environmental, social, ambulance, helicopter or other aircraft, towing, transport, and other services that are not components of the individual department.

E2.2.5 Written policy establishes procedures for prompt handling and appropriate routing of misdirected emergency calls.

Notes: Departments should accept misdirected emergency calls and promptly relay information to the department having jurisdiction.

E2.2.6 Written policy specifies the information to be recorded at the time of a request for service, including:

- **date and time of request;**
- **name, address and phone number of complainant (if possible);**
- **type of incident reported;**

- location of incident reported;
- time of dispatch;
- time of officer arrival;
- time of officer return to service; and
- disposition or status of reported incident.

Notes: This information should be recorded for all requests, including those received by telephone, in person, self-initiated by officers, or reported to officers in the field.

E2.2.7 **A complaint control number is assigned to each specific call for police service.**

Notes: The number should serve as the basis for filing and retrieving subsequent reports of the incident.

E2.2.8 **Written policy requires officers to report their operational status.**

Notes: Such records should maintain a level of security for the officers and retain records of vehicles and persons stopped by officers.

E2.2.9 **A record is made of backup officers assigned to assist a primary officer.**

Notes: The intent of the standard is to increase officer safety and increase record accuracy.

E2.2.10 **The department has the capability of immediate playback of recorded telephone and radio conversations.**

Notes: Such a capability facilitates clarification of confused messages.

E2.2.11 **Written policy specifies the department's role in monitoring and responding to private security alarms.**

Notes: The department should have a formal policy concerning monitoring commercial and private residential alarm systems.

E2.2.12 **The department's communications personnel have immediate access to tactical dispatching plans.**

Notes: The dispatching plans should include procedures to be followed in directing resources and obtaining information on crimes in progress, and tactical operations.

E2.2.13 **Written policy specifies criteria for accepting and delivering emergency messages, and notifying next of kin of deceased, ill or injured persons.**

Notes: Guidelines should be established to define the types of messages to be accepted and delivered.

E2.2.14 The department maintains a current list of certified language interpreters.

Notes: The intent of this standard is to ensure that department personnel have an available resource in order to communicate with persons whose primary language is not that spoken by the majority. This standard is met if the department has an agreement with an agency qualified to offer this service.

E2.3 FACILITIES AND EQUIPMENT

E2.3.1 Written policy specifies security measures for the communications centre, and includes:

- **protecting equipment; and**
- **providing for back-up resources.**

Notes: The capability to maintain communication in all emergency situations dictates that security measures be implemented to protect communications personnel and equipment.

E2.3.2 The department has an alternate source of electrical power sufficient to ensure continued operation of emergency communication equipment in the event of the failure of the primary power source.

Notes: The alternate power source should be inspected and tested regularly.

E2.3.3 Maps detailing the department's service area are visually available to communications personnel.

Notes: Communications personnel should be able to identify a caller's location and dispatch field units immediately.

E2.3.4 Officer status indicators are visually available to each communications operator.

Notes: By monitoring the officer status system, the operators know where and how long each officer has been out on a call.

E2.3.5 The department's telephone system is designed to separate emergency from non-emergency calls.

Notes: The department should always have enough trunk lines available so that incoming emergency calls do not receive a busy signal.

E2.3.6 The department has 24 hour two-way radio capability, providing continuous communication between the communications centre and officers on duty.

Notes: Immediate communications capability provides a measure of safety and security to police and the public.

E2.3.7 The department's radio system is engineered to produce a 12-decibel or greater SINAD ratio to mobile receivers in 95 percent of the department's service area, and to portable radio receivers in 80 percent of the department's service area.

Notes: The SINAD ratio is a measure of the relationship of the radio signal, noise, and distortion. It serves as a basis for estimating whether a receiver will respond to and reproduce a transmitted signal. The 12-decibel level has been established as the desired minimum for satisfactory reception. Because of terrain and other factors, it may not be economically feasible to provide the 12-decibel SINAD signal level to all areas within the jurisdiction. Coverage of 95 percent for mobile and 80 percent for portable radio receivers is generally considered acceptable.

E2.3.8 The department has a Telecommunications Device for the Deaf, for those persons who are hearing or speech impaired.

Notes: The intent of this standard is to ensure that persons who are hearing or speech impaired have equal access to police services.

E3

RECORDS

E3.1 MANAGEMENT

E3.1.1 The department conducts an annual review of its options with regard to, or participation in, an integrated, interjurisdictional records system.

Notes: The intent of the standard is to ensure that departments are utilizing the systems which most effectively meet their needs.

E3.1.2 Written policy establishes the department's central records component.

Notes: The purpose of this standard is to place accountability for the records function in an identifiable position.

E3.1.3 Written policy establishes the department's central records functions, including:

- **report review;**
- **report control;**
- **report maintenance; and**
- **report retrieval.**

Notes: The review activity should ensure that field reports are completed in compliance with administrative policy. Report review may also include coding reports for Uniform Crime Reporting (UCR) purposes. The records function also includes routing reports to specialized entities and ensuring status reports on follow-up.

E3.1.4 Written policy establishes a case status control system.

Notes: The policy should specify information that should be recorded, such as investigator assigned, date assigned, case number, and report due date.

E3.1.5 Written policy establishes a system to account for the status of reports.

Notes: An administrative designation such as "open", "inactive pending further information", or "closed" is assigned to each report, as appropriate.

E3.1.6 Written policy requires the reporting of every incident in the following categories if the incident is alleged to have occurred in the department's service area:

- **reports of crimes;**
- **citizen complaints;**
- **citizen requests for services when an officer is dispatched;**
- **criminal and non-criminal cases initiated by police; and**
- **incidents involving arrests or prosecution.**

Notes: The purpose of this standard is to establish reporting consistency.

E3.1.7 Written policy specifies:

- **the forms to be used in reporting; and**
- **procedures to be followed in completing reports.**

Notes: The department should adopt a set of forms to standardize reporting and structure them to ensure that basic information is recorded for all crimes and incidents.

E3.1.8 Written policy specifies procedures to be followed in supervisory review of field reports.

Notes: Supervisory review should be required, and the form should be designed for the signature of the reviewing supervisor. Typically, supervisory review is a function of the first-line supervisor and is intended to ensure that the assignment has been satisfactorily completed and reported.

E3.1.9 Written policy establishes criteria and procedures for the release of information from central records.

Notes: Such policy should be consistent with applicable provincial and federal legislation.

E3.1.10 The department has a records retention schedule.

Notes: The schedule for retaining records should be consistent with legal requirements.

E3.1.11 Written policy specifies procedures for handling funds by records personnel, including:

- **designation of persons permitted to receive money;**
- **receipt procedures;**
- **accountability;**
- **security; and**
- **audits.**

Notes: The procedures should enhance security and accountability of all monies received by the department.

E3.2 OPERATIONS

E3.2.1 Central records information is accessible to operations personnel at all times.

Notes: In smaller departments, designated persons should be given authority to access central records information at any time.

E3.2.2 The department maintains an indexing system to all files.

Notes: The index may be manual or automated and should serve as a cross-reference to all files by name, incident type, and location.

E3.2.3 The department maintains an index of found, recovered, and evidentiary property.

Notes: The purpose of this standard is to establish accountability.

E3.2.4 Written policy establishes procedures for maintaining a warrant and wanted persons file, and includes:

- **maintenance criteria;**
- **establishing criteria for receiving information from other jurisdictions;**
- **recording information in department files;**
- **reviewing and confirming information; and**
- **cancelling warrant and closing file.**

Notes: These procedures are particularly important when computerized information concerning wanted persons is used. The procedure should include the mechanics of initiating a file, assigning the file, and filing warrants in a way that ensures immediate accessibility. Warrants and the master name index should be cross-referenced.

E3.2.5 Written policy establishes procedures to ensure that identifiable stolen property is entered on CPIC in a timely manner.

Notes: The intent of this standard is to ensure that property, such as stolen vehicles, is entered as soon as possible.

E3.2.6 Written policy establishes procedures for maintaining records of traffic tickets.

Notes: Copies of tickets should be filed in department records.

E3.2.7 Written policy establishes criteria for recording arrest information, including:

- **preparing reports;**
- **fingerprinting; and**
- **photographing.**

Notes: The policy should specify those offenses for which fingerprints and photographs are required.

E3.2.8 Written policy establishes procedures for collecting and submitting crime data to the national Uniform Crime Reporting program.

Notes: The standard will be satisfied if the department reports data to another system for subsequent inclusion in the national system.

E3.2.9 Written policy requires that records be maintained on the disposition of all cases where charges were laid.

Notes: By analyzing the charge/conviction ratio and knowing the number of cases declined or dismissed and the underlying rationale for the prosecutorial action taken, police personnel can identify and correct departmental problems as well as those caused by other agencies. Additionally, this information is required for CPIC entry maintenance.

E3.2.10 **A record system maintained for criminal warrants permits 24 hour access.**

Notes: *The need for timely and accurate information on criminal warrants is continuous, not limited to conventional working hours.*

E3.2.11 **Information regarding each item of legal process is recorded, including the following elements:**

- **date and time received;**
- **type of legal process;**
- **nature of document;**
- **source of document;**
- **person(s) named in document;**
- **officer assigned for service;**
- **date of assignment;**
- **file number; and**
- **date service due.**

Notes: *A unique file number should be assigned.*

E3.2.12 **Records on the service or execution of legal process documents include the following elements:**

- **date and time served;**
- **name of server;**
- **person on whom process was served or executed;**
- **method of service;**
- **location of service; and**
- **date of return to originator.**

Notes: *The record must reflect the nature and date of the disposition of the instrument.*

E3.2.13 **Written policy requires that priorities be established for executing outstanding arrest warrants.**

Notes: *Quick action on the part of police departments in executing outstanding warrants can significantly increase the likelihood of apprehension.*

E3.2.14 **Written policy governs receipt, disbursement, and audit of funds administered for the legal process function.**

Notes: *Records should be maintained in accordance with accepted accounting principles.*

E4

PROPERTY MANAGEMENT

E4.1 SEIZED AND FOUND PROPERTY

E4.1.1 Written policy establishes a property management function.

Notes: *Policy outlining the functioning of the property management system is necessary to ensure continuity and consistency of operation.*

E4.1.2 All property stored by the department is within a designated secure area or areas, and conforms with all environmental requirements.

Notes: *Administrative and physical security procedures are mandatory to ensure that all property stored by the department is properly controlled.*

E4.1.3 An annual review of property held by the department is conducted.

Notes: *The purpose of the standard is to ensure the integrity of the system, not to require an accounting for every item of property.*

E4.1.4 Written policy requires that only authorized personnel have access to areas used by the department for storage of property.

Notes: *The intent of this standard is to ensure safe storage of property, and the integrity of evidence.*

E4.1.5 Items of property requiring added protection (money, precious metals, jewellery, gemstones, weapons, narcotics, hazardous materials, and dangerous drugs), are stored in separate, locked, secure areas located within the department's property storage area or areas.

Notes: *Extra security measures should be taken when, from whatever source, items considered to be sensitive, high in value, or otherwise constituting an increased security risk are booked into the property room.*

E4.1.6 Written policy requires the use of a detailed inventory relating to the acceptance, release, and destruction of narcotics and restricted drugs held by the department.

Notes: *This standard ensures compliance with federal legislation.*

E4.1.7 Secure refrigerated storage is available for perishable items.

Notes: Perishable items of evidence, such as blood samples and urine specimens, should be preserved by refrigeration so that their properties will be as unchanged as possible when they are examined in a laboratory or presented in court.

E4.1.8 Secure facilities are provided for storage of found, recovered, or evidentiary property during periods when the property room is closed.

Notes: Provisions should be made for securing items of property when the property room is closed to prevent their removal or alteration by unauthorized persons.

E4.1.9 Final disposition of found, recovered, and evidentiary property is accomplished within twelve months after legal requirements have been satisfied.

Notes: Prompt, authorized property removal (final disposition/destruction) prevents an overload on the property management system and reduces the requirement for additional storage space. Police departments should establish procedures for the prompt photographing and return of property to victims, with crown counsel's approval, if charges are pending.

E4.1.10 Written policy governs the disposal of property held by the department.

Notes: The disposal of property must be in accordance with the Municipal Act or City Charter.

E4.2 DEPARTMENT-OWNED PROPERTY

E4.2.1 Written policy specifies the requisition and distribution of department property.

Notes: The scope of this standard is inclusive of all department property.

E4.2.2 Written policy requires a current inventory of department owned property.

Notes: The intent of the standard is to provide managers with control over property.

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Interpretation of Terms

Academy	See Police Academy
Assessment centre	means the assessment centre process administered and conducted by the Police Academy
Chief constable	includes an acting chief constable
Component	means a subdivision, section, or unit of the police department
Concurrent jurisdiction	means having investigative or policing responsibilities or authority in a geographic area, shared by two or more police departments or other government agencies
Crime victim	means any person who as a result of a criminal act or omission suffers harm or physical or emotional loss
Department	means the police department
Emergency response team	(ERT) means a team of police officers specially trained and equipped to deal with armed suspects and other dangerous incidents
Employee assistance program	means a process of providing counselling, advice, or support for an employee and/or family with regard to any of the following areas: - financial problems; - addiction; - stress; - family crises; - psychological crises; or - other problems requiring counselling
Field assignment	means duties or activities where officers will be expected to respond to emergencies or reported crimes, conduct any enforcement activities, effect arrests, or where the officer's safety may be at risk
Field training program	means the second period (Block II) of the Peace Officers Basic Training Program at the Police Academy
Function	means the required or expected activity
Industrial relations dispute	means a difference or apprehended difference between an employer or group of employers, and one or more of their employees or a trade union, as to matters or things affecting or relating to terms or conditions of employment or work done or to be done
Internal investigation	means any investigation conducted: - in response to a complaint against an officer, employee of the Department, or the Department; - upon receipt of any written notice of dispute under the Police (Discipline) Regulations, regarding a Form 1; - upon any allegation that a disciplinary default under the Police (Discipline) Regulations has been committed; or

- upon any allegation that any criminal or provincial offence has been committed by an officer or non-sworn employee

Manual	means a book or binder, and may include an electronic system of storage and retrieval, maintained by the department for the storage of department policy
Non-sworn personnel	means persons employed by a police board or municipality, and who work within the police department
Officer	see Police Officer
Officer survival	means training, tactics, or research, designed to enhance the safety of officers, citizens, and suspects, during potentially violent incidents
Police Academy	means the Police Academy, a division of the Justice Institute of British Columbia
Police Act	refers to Police Act, S.B.C.
Police officer	means a person holding an appointment as a constable under the Police Act
Policy	see Written Policy
Post critical incident stress counselling	means a process of providing emotional and psychological support for an employee and/or family in response to a severe anxiety reaction to an event outside the range of normal human experience; the process may involve suitably trained department personnel as well as professional counsellors and medical personnel
Reserve officer	means a person holding an appointment as a special municipal constable under the Police Act and who assists a police department in the performance of its duties on a part time basis
Sworn personnel	see Police Officer
Specialized assignment	an assignment designed to address a specific problem; it may be a long or short term assignment or program dependent on the problem
Victim	means any person who as the result of a criminal act or omission, or other trauma, suffers harm or physical or emotional loss, and includes any witness or potential witness to such an act or omission, or trauma
Written policy	means any document or electronically displayed material used to guide or influence the performance of department employees, and includes policies, procedures, rules, regulations, orders, and memoranda that are incorporated into a department manual

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